Scope for Learning and Training and Competitiveness -- A Study in IT and ITES Sectors

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Abstract

In this era of globalization every organization's main focus will be on the sustained growth and continuous innovation. To pursue sustained development and to cope with fast changes in their external environments organizations need to be increasingly competitive. In order to achieve the above, the organizations need to strive upon up gradation of knowledge, skills and abilities among the employees which will be realized with the help of training. For this purpose, training must be incorporated into a systematic manner, if the organizational and employee goals are to be attained. This study focus on the competitiveness associated with the learning and training in IT and ITES sectors in India.

Key words: Learning, Training, competitiveness, Scope and Sufficiency

Introduction

The quintessential element of every organization's success is competitiveness of employees which makes an organization adopt to the changes and stand at an edge over the competitors. The recent advances in the field of organization studies have shifted focus toward studying the fit between organizations and its adoptability in an ever-changing environment. Hence, there is a need to study the concept of organizational learning to understand learning concepts and practices to conform to the current requirements of organizations. The growing importance of learning in organizations and knowledge creation has been widely felt by organizations operating in diverse and multicultural societies. The biggest challenge which organizations face in today's world is how learning can be used in knowledge assimilation resulting in fostering innovation faster than its competitors

With the shrink in the size and layers of the organizations in this global modern arena, the operations of the corporations have become more dynamic in nature. This scenario compelled the employees to be aggressive in work and decision making. Though the talent acquisition strategies and practices of the organization ensure the absorption of the right talent with best capabilities, skills and aptitudes, dynamic work environments will always necessitates the organization to impart new skills and make the employees ever ready and adoptable to the situations at the work place.

This articles explores at four major areas of the learning and training in the IT and ITES sectors. The identified areas are:

i.   Scope for Learning and Training

ii. Relevance of Training Received and Performance of Job

iii. Sufficiency and Helpfulness of Training Provided

iv. Competitiveness of Employees

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Objectives of the Study

To know the scope for learning and training in IT and ITES sectors

- ❖ To explore the relationship between the relevance of training and employee performance at the job
- ❖ To know and assess the sufficiency and helpfulness of the training program and competitiveness associated.

Methodology

The present study is exploratory in nature to explore the strategies and challenges in IT and ITES sectors. Primary data for the study was collected from the employees of two IT and ITES companies selected from Hyderabad by using a Convenient Sampling method. Respondents considered for the study were executive employees of these organisations. It is ensured that the samples were suitably random and as representative as possible by selecting the respondents from different departments and divisions within each organisation.

a. Sampling Design: Sampling Design consists of sampling universe, sampling frame and sampling method.

i. Sampling Universe: All the employees of the IT and ITES Companies in Andhra Pradesh state are considered as sampling universe.

ii. Sampling Frame: Sampling frame constitutes the select units such as Infosys and Wipro technologies of IT and Genpact and Factset of ITES industry that are taken for the study. These units are identified based on their performance which stands in the top 10.

iii. Sampling Method: By using a Convenient Sampling Method, the two IT companies and two ITES companies have been selected

b. Sample Size: For the collection of primary data, a sample of 200 respondents from select organizations of IT& ITES industry in Andhra Pradesh have been taken up for the study.

c. Techniques of Data Analysis:

Analysis and interpretation of data was made by tabulating and presenting the data in percentages and to present the same in clear manner, charts and diagrams are also used. The data processing was undertaken to apply different statistical techniques through computers by using SPSS 16.5 version software.

Literature Review

Knoke & Kalleberg (1994), Any institution of higher learning or business whose goals are to survive and prosper in this present day diverse and regressed economy has found it imperative to invest in ongoing training and development to improve proficiencies in production as well as to acquire the greatest return in investment of human capital

Holton & Baldwin,(2000),To enhance job performance, training skills and behaviors have to be transferred to the workplace, maintained over time, and generalized across contexts

Cheng and Ho (2001) While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. Through effective training and developing employees, they will become more aligned for career growth and career potential enhances personal motivation.

Campbell & Kuncel, 2001), It is extremely important that employees benefit from ongoing employer provided training. "One of the most frequently encountered human capital development interventions is training".

Liu, (2002), Wang, (2001), more specifically, in addition to the exact nature of job training, training is seen as relevant to fostering a positive relationship between learning satisfaction and the effectiveness of applied learning.

Karia & Asaari, (2006) Training and education have been shown to have a significant positive effect on job involvement, job satisfaction, and organizational commitment.

Scope for Learning and Training

In the economy where uncertainty is the only certainty, knowledge is becoming a reliable source of sustained competitive advantage. Knowledge is becoming basic capital and the trigger of development. Modern organisations therefore use their resources (money, time, energy, information, etc.) for permanent training and advancement of their employees. The table- 1 presents group statistics for the scope of learning and training in the IT and ITES sectors.

TABLE-1

Scope for Learning and Training

Group Statistics

Scope for Learning And Training	Sector	N	Mean	Std. Deviation	Std. Error Mean
	IT	100	3.93	1.320	.132
	ITES	100	3.97	.969	.097

Source: Field Survey

The table-1 presents the Scope for Learning and Training in the IT and ITES sectors and tries to establish the difference between talent management practices with respect to scope for learning and training.

Null Hypothesis H₀: There is no significant difference between Scope for learning and training in IT and ITES sectors.

TABLE-2

Scope for Learning and Training

Scope for learning and training		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference		Result
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Output	Equal variances assumed	11.956	.001	-.244	198	.807	-.04	.164	-.363	.283	Accept H_0
	Equal variances not assumed			-.244	181.661	.807	-.04	.164	-.363	.283	

From the above table-2, p- value 0.807 is greater than 0.05, hence H_0 is accepted. Operations of IT and ITES sectors are dynamic in nature and needs continuous up gradation and updation of employees. It is evident from the study that majority of the employees in both the sectors feel that there is a great scope of learning and training in IT and ITES sectors. It is concluded that there is no significant difference between scope for learning and training in IT and ITES sectors.

Relevance of Training Received and Performance of Job

Effective employee training begins with one simple word: relevant. When employees are required to participate in development activities, it's up to management to establish relevance. Table–3 attempts to find out the relevance of the training provided in the IT and ITES sectors.

TABLE-3

Relevance of Training Received and Performance of Job

Group Statistics

Relevance of Training	Sector	N	Mean	Std. Deviation	Std. Error Mean
	IT	100	2.43	1.380	.138
	ITES	100	1.84	1.285	.128

The table-3 presents the Relevance of training received and performance of job in the IT and ITES sectors and tries to establish the difference between the talent management practices with respect to relevance of training received and performance of job.

Null Hypothesis H₀: There is no significant difference between relevance of training received and performance of job in IT and ITES sectors.

TABLE-4

Relevance of Training Received and Performance of Job

Relevance of training provided		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference		Result
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper	
Output	Equal variances assumed	4.370	.038	3.129	198	.002	.59	.189		.218	.962	Accept H₁
	Equal variances not assumed			3.129	197.000	.002	.59	.189		.218	.962	

From the above table-4, p- value 0.002 is less than 0.05 level of significance hence H₁ is accepted. The relevance of training is mainly dependent on the modus operandi and nature of the organisations. It is found that the training provided is more relevant to the nature of operations in ITES industry when compared to IT

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sector. It is concluded that there is a significant difference between relevance of training received and performance of job in IT and ITES sectors.

Sufficiency and Helpfulness of Training Provided

A clear statement of what is to be achieved through the training will provide a sound basis for choosing appropriate evaluation methods. In other words learners will know precisely in which direction they are travelling and trainers will know whether or not they are getting there. The table-5 presents the sufficiency and helpfulness of training provided.

TABLE-5

Sufficiency and Helpfulness of Training Provided

Group Statistics

Sufficiency and Helpfulness of Training Provided	Sector	N	Mean	Std. Deviation	Std. Error Mean
	IT	100	4.15	.880	.088
	ITES	100	4.42	1.007	.101

The table-5 presents the Sufficiency and Helpfulness of Training Provided in the IT and ITES sectors and tries to establish the difference between the talent management practices with respect to Sufficiency and Helpfulness of Training Provided t- test has been applied and results are presented in the following table-6.

Null Hypothesis H₀: There is no significant difference between Sufficiency and Helpfulness of training provided in IT and ITES sectors.

TABLE-6

Sufficiency and Helpfulness of Training Provided

Sufficiency and Helpfulness		Levene's Test for Equality of Variances		t-test for Equality of Means							Result
									95% Confidence Interval of the Difference		
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	Accept H₁
Output	Equal variances assum	3.996	.047	-2.019	198	.045	-.27	.134	-.534	-.006	

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Equal variances not assumed			-2.019	194.543	.045	-.27	.134	-.534	-.006	

From the above table-6, ρ calculated value 0.045 is less than 0.05 level of significance hence H_1 is accepted. The training provided is more sufficient and helpful to the employees ITES sector than IT sector. It is concluded that there is a significant difference between Sufficiency and Helpfulness of training provided in IT and ITES sectors.

Competitiveness of Employees

The hiring process and general operation methods of the human resources department often play a large role in creating a team of employees that help the company stay competitive. Evaluating the practices of the HR department in a company helps determine ways to improve or change how competitive the business is in its industry. The table-7 presents the competitiveness of employees.

TABLE-7

Competitiveness of Employees Group Statistics

	Sector	N	Mean	Std. Deviation	Std. Error Mean
competitiveness Employees	IT	100	4.57	.655	.066
	ITES	100	4.14	1.181	.118

The table-7 presents the competitiveness associated with training in the IT and ITES sectors and tries to establish the difference between the talent management practices with respect to competitiveness associated with training provided t-test has been applied and results are presented in the following table-8.

Null Hypothesis H_0: There is no significant difference between competitiveness associated with training in IT and ITES sectors.

TABLE-8

Competitiveness of Employees

		Levene's Test for Equality of Variances		t-test for Equality of Means							Result
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
									Lower	Upper	
competitiveness through training	Equal variances assumed	15.585	.000	3.184	198	.002	.43	.135	.164	.696	Accept H$_1$
	Equal variances not assumed			3.184	154.693	.002	.43	.135	.163	.697	

From the above table-8, P-value 0.002 is less than 0.05 level of significance hence H$_1$ is accepted. It is clear from the study that the training provided in the organizations of both IT and ITES sector is instrumental in making employees more competitive by imparting required skill set which are helpful to them to perform job and progressive career. It is concluded that there is no significant difference between competitiveness associated with training in IT and ITES sectors.

Conclusion

Operations of IT and ITES sectors are dynamic in nature and needs continuous up gradation and updation of employees. It is evident from the study that majority of the employees in both the sectors feel that there is a great scope of learning and training in IT and ITES sectors. There is no significant association between scope for learning and training in IT and ITES sectors.

The relevance of training is mainly dependent on the modus operandi and nature of the organisations. It is found that the training provided is more relevant to the nature of operations in ITES industry when compared to IT sector. There is a significant difference between relevance of training received and performance of job in IT and ITES sectors. The training provided is more sufficient and helpful to the employees of ITES sector than that of IT sector. There is a significant difference between Sufficiency and Helpfulness of training provided in IT and ITES sectors. It is clear from the study that the training provided in the organizations of both IT and ITES sector is instrumental in making employees more competitive by imparting required skill set which are helpful to them to perform job and progressive career. There is no significant difference between competitiveness associated with training in IT and ITES sectors.

As the evidence suggests that employees were highly satisfied with their jobs after training was imparted to them. In a process to remain competitive and innovative the organizations need to focus its resources upon organizational learning which will help the organization to achieve greater heights. In terms of sustained growth

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