A Review of the Strategies Used in the IT sector for Employee Training and Development

K. M. Chethana [1]* & Sonia Delrose Noronha [2]

[1] Research Scholar, Institute of Management and Commerce, Srinivas University, Mangaluru575001, India. & Assistant Professor of Business Administration, St. Agnes College, Mangaluru, Karnataka, India,
ORCID ID: 0000-0002-1805-9217; E-mail ID: chethanakm8@gmail.com

[2] Professor, Institute of Management and Commerce, Srinivas University, Mangaluru, India,
ORCID ID: 0000-0001-8350-528X; E-mail ID: soniadelrose@gmail.com

A Review of the Strategies Used in the IT sector for Employee Training and Development

K. M. Chethana [1*] & Sonia Delrose Noronha [2]

[1] Research Scholar, Institute of Management and Commerce, Srinivas University, Mangaluru575001, India. & Assistant Professor of Business Administration, St. Agnes College, Mangaluru, Karnataka, India,
ORCID ID: 0000-0002-1805-9217; E-mail ID: chethanakm8@gmail.com
[2] Professor, Institute of Management and Commerce, Srinivas University, Mangaluru, India,
ORCID ID: 0000-0001-8350-528X; E-mail ID: soniadelrose@gmail.com

ABSTRACT

Purpose: *In the current economic climate, the ability of the organisation to find and keep quality people will determine its success or failure. The lifeblood of any firm is its workforce. The performance of the firm's employees determines whether it succeeds or fails. The basis of such success is thought to be employees who have received substantial training and development. The focus of the research was to identify this connection amidst employee performance, productivity along with instruction, and advancement. Numerous research studies have acknowledged this essential function. For example, they have emphasised the importance of maximising employees' contributions to the business's aims and goals in order to maintain effective performance. Employees are a costly and precious resource. Companies that place a high priority on shareholders and customer satisfaction value employee development because they acknowledge the significance of training initiatives. The productivity is increased by the numerous training and development programmes offered by IT companies to their employees. The goal the current study seeks to look at the various theoretical models together with frameworks connected to workforce development through training and development programmes and their effects on employee performance. The current paper provides a succinct assessment of the research on the value of training and how it boosts worker performance.*

Methodology: *The IBEF report on the information technology industry, yearly reports from particular IT companies, journal articles in Google Scholar, media, and business websites are used as secondary sources of data to achieve the paper's goal.*

Findings: *The findings indicate that for the human resource development sector, personal role involvement is more useful than workplace engagement. In a setting of intense competition, It is crucial to address how little the training function is valued in Indian organisations.. The study discovered that "future orientation," "in-group collectivism," and "uncertainty avoidance" are national cultural components that have an impact on e-learning practises. In this study, synchronous and asynchronous e-learning systems are distinguished, and the impact of culture on each is investigated.*

Originality/Value: *This study will help in better understanding the various training and development procedures used by IT industry organisations. Strategies and SWOC Analysis are used to help businesses flourish and achieve greatness with the aid of their workforce.*

Paper Type: *Case Study*

Keywords: Training and development, Employee performance, Kirpatrick Model of evaluation of training, E-learning, IT Sector, SWOC Analysis.

1. INTRODUCTION :

Businesses worldwide endure a hostile business environment and stiff competition. Owing from globalisation and shifting market requirements, business organisations at present confront extra issues. As a result, organizations must train and develop their employees in order to handle these difficulties.

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

The business environment has changed and organisations are under immense pressure to transform by applying innovation/reinvention in training and development strategy and putting a significant emphasis on planning, organizing, integrating, and monitoring the training programmes, "Learning Organizations" can stay one step ahead of their competitors. [1]. Therefore, training is seen to have a huge impact on organisational efficiency since people are prepared with the correct kind of aptitudes, information, and capacities to carry out their assigned obligations. Additionally, it has been noted that increasing training expenditures has boosted output. It might be argued that training and development initiatives strongly prioritise participants' overall personality development. [2]. HR management techniques ought to be viewed more comprehensively. Few studies have addressed how different employees' opinions of how HR procedures affect them can differ greatly [3]. However, there are several perspectives from which to examine the effectiveness of training and growth within branches. Investments increase employees' knowledge, skills, and abilities (competencies), which has an impact on the organization's overall knowledge base [4]. When employee development programmes are correctly implemented, tutoring impact on workers' efficiency can foster magnification in both the person as an individual and the organisation as a whole. [5]. In conclusion, the appraisal of coaching and development's efficacy is determined by the relationship between the outcomes of training, available resources, and employee efforts engaged in acquiring it. [6]. Training programmes help personnel become knowledgeable about more advanced technology and develop strong competencies and skills so they can operate newly introduced technological equipment's basic functions [7]. As an outcome, training is important to improve employee performance since trained individuals are more aware of the requirements of their jobs, have the requisite abilities, and can use new technologies [8]. Training and development thus boost the company's productivity while also encouraging more constructive attitude towards wealth maximization. People can more easily identify with the company's aims when they are better educated in their professions thanks to training and development.

2. REVIEW OF LITERATURE :

The main objective of training and development is to gain more knowledge, skills, practises, and approaches. Since it can enhance performance at the individual, interrelation, and organisational levels, training and development is actually one of the pillars of human resource management. Organizational learning, which is defined as the procedure of "increasing one's capacity to take action," is now becoming more and more specific in organisations. The first article on evaluating training effectiveness was published by Donald L. Kirkpatrick in the US Development and Training Journal in 1959 [9]. In order to determine whether the training was successful in reaching its intended goals, it is crucial to focus on the last factor, which includes rising productivity, sales, and cost reduction [10].

A thorough analysis of the literature that is already out there is conducted using keywords such as Online Training, Leadership development and training, Employee satisfaction, Employee performance, Training design, Effectiveness of training, Employee retention, Career development and Kirpatrick Model of evaluation of training from the Google Scholar search engine between 2012 and 2021.

Table 1: This table examines the numerous literature on Employee training plus development.

S. No.	Field of Research	Contribution	Authors
1	Online training	The businesses seek for well-equipped employees who are trained in new areas to prepare them for tackling issues. In order to provide direction and emotional support to the employees, senior management in the sector has a strengthened role in employee development through mentoring and consulting. Online training and other e-learning ideas are regarded as valuable resources for cutting costs. As a result, new training concepts, approaches, and techniques are being developed to reduce the steepness of the learning curve and increase employee productivity.	Shikha Kaushik. (2012). [11]
2	Leadership development and training	Although great progress has been achieved in the creation of leadership theory and in the understanding of the qualities, abilities, behaviours, and styles that characterise effective	Seidle, B., et al. (2016). [12]

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

		leaders, progress in bridging the gap between theory and practise using models of leadership development and training has lagged. According to the research, leaders perform significantly better when receiving coaching, classroom instruction, feedback, and experiential training. Additionally, when organisational leaders get the intervention, organisational effectiveness increases.	
3	Employee satisfaction	This study was among the first to introduce the employee commitment discussion to the Ugandan banking industry. By showing that training has a direct, beneficial impact on employee engagement in the banking sector in Uganda, it offers an explanation supported by empirical evidence. The study also shows that job satisfaction aids in the transmission of the impact of training on employee commitment in Uganda's banking industry. This study develops a model that will aid practitioners and scholars in examining and elucidating employee commitment in the banking sector in the context of Uganda.	Ocen, E., et al. (2017). [13]
4	Employee performance	In order to understand how these interactions affect employee performance, this study examines the interactions between firm/environment-related factors (training culture, management support, environmental dynamism, and organisational climate), job-related factors (job environment, job autonomy, job communication), and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, and commitment). The results indicate that while job environment and management support have the largest (direct and indirect) influence, flexibility and intrinsic motivation have a direct impact on job performance.	Diamantidis, A. D., et al. (2019). [14]
5	Training design	According to the study, task performance as well as contextual performance, which are sub variables of employee performance, have been significantly impacted by training design and training method, which are sub variables of training and development programmes. Additionally, it is advised that banks routinely evaluate their training and development needs in order to fully capitalise on the value of training, as different employees require different types of training and development. Every organisation must fulfil its goals, and in order to do so, training requirements must be established and given in the most scientific way possible.	Siddiqui, A., et al. (2018). [15]
6	Effectiveness of training	The study focuses on examining the role of leadership in terms of transformational and transactional aspects in order to increase the overall efficacy of training programmes, notably in Indian IT sector organisations. While training has a significant positive effect on employee productivity, it does not immediately increase an organization's innovative activities, according to the current study, which examined five organisations in the Indian IT sector. The study also demonstrates that while training initiatives are profitable at the operational level under transactional leadership, they are profitable at the strategic level under transformational leadership.	Sinha, S., et al. (2020). [16]

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

7	Employee retention	The findings of this study show that if a business has a poor employee retention system, training and development activities raise the employees' inclinations to leave. Additionally, workers that receive higher degrees of organisational support could work for the companies for a longer period of time. These results demonstrate the value of outlining the relationship between professional growth and employee retention. The results also point to the need for studies on employee retention to take a broader look at work attitudes that emphasise positive types of affects.	Manzoor, U., et al. (2021). [17]
8	Career development	The study aims to examine, while controlling for age, the connection between career development and work-family conflict. The information was submitted by 278 knowledge workers (IT professionals) working for different Indian IT companies. The data are analysed using descriptive statistics, correlation, and hierarchical regression utilising the statistical package for the social sciences (SPSS) 21.0 software, AMOS for the analysis of structural equation modelling (SEM), and interaction software for the research of interaction item age. The results of the study demonstrated a negative relationship between job advancement and work-family conflict. The findings also supported the idea that age acts as a moderator in the association between work-family conflict and career progress. The findings of this study will be helpful to IT organisations in managing the workforce.	Kumari, T., et al. (2021). [18]
9	Kirpatrick Model of evaluation of training	In order to increase human capital and compete in a business environment that is rapidly changing, employee training and development has a favourable effect on the fundamental operations of an organisation. The purpose of this study is to assess how well the MNC's employee training programme is working. This study specifically examines how employees respond to training programmes, their level of learning, how they behave on the job, and the impact of training on their mental state, or attitude, according to Kirkpatrick's four levels of evaluation model. This study employed survey data gathering as its research approach. The Kirkpatrick model was used to create the data survey questionnaire. All Quality department employees are included in the current study as a sample. The reliability of the questionnaire was assessed using the SPSS 20 data analysis programme, and it was determined to be greater than (Alpha=0.7). The results of a paired sample T-test show that the training programme is more beneficial in the eyes of the employees. In this study, four steps of determining training efficacy using a questionnaire were experimentally examined. According to the findings of the hypothesis, the training programme is significantly impacted by four stages.	Borate, N., et al. (2014). [19]

2.1 Research Gap :

Employees have a great opportunity to expand their expertise and enhance their core competencies through learning, which increases their efficiency at work. Although employee training is costly, there is a large return on investment if done regularly. Employees who receive training are better equipped for jobs with greater responsibility, perform better, are more engaged, and feel more valued. This report attempts to investigate the training and development strategies utilised by the Indian IT industry as a result.

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

2.2 Research Agenda :

The work examines methods for learning and growth followed by the Indian IT Sector, techniques of training, advantages and limitations of training programmes in the corporate sector.

3. OBJECTIVES OF THE STUDY :

1. To comprehend training and development as a concept.
2. To analyze the training and development process followed by the Indian IT Sector.
3. To identify the various methods of training followed by the Indian IT Sector.
4. To conduct SWOC analysis.

4. METHODOLOGY :

Secondary sources, such as journals in Google Scholar, symposium materials, financial reports, official websites, media websites, human testimonials shared on social media, and SWOC analysis, were used to complete this case study.

5. CONCEPTUAL FRAMEWORK :

Training is the methodical development of the expertise, talents, and attitudes that persons must have in order to perform proficiently in a given activity or job. Training and development programmes are crucial because they give staff members the opportunity to acquire specific information or abilities that will boost performance. Programs for workforce development that focus on future performance rather than current career role advancement are recognized as training and development.

Main factor propelling training and development as a competitive tool in global competition. Modern organisations, whether they are private, public, or international, have been profoundly impacted by this global competition in three different ways. The first being, to thrive in the new environment, firms must first reach greater standards of productivity, quality, and effectiveness. Second, businesses must modify or adjust their business strategy to reflect the changing reality of fierce domestic and international competition. Finally, it is necessary to retool corporate cultures for the demands of a competitive economy because many of them were developed in a regulated or monopolistic setting (such as the Indian public sector) [20]. The training requirements analysis should be a constant supply of information connected to every aspect of the business [21]. Individual action plans were made for each participant, and these action plans were given to management to help integrate the lessons learned into the workplace. In Indian firms, top management is assisted by HR and training specialists in promoting creating quality seminars, training in TQM, and increasing employee awareness of quality programmes, and changing employees' traditional mindsets, among other things. Indian multinational corporations and international businesses are putting more emphasis on organisational learning, which is mostly represented in HRM and training activities and is positively correlated with organisational success [22]. Employee turnover is reduced when employers promote a commitment-oriented culture and a lack of commitment affects a worker's decision to leave [23]. Employees anticipate praise and admiration for their hard work, and when they receive it from managers, it inspires them to feel like an important part of the team. Supervisors are thought of as "mini organizations," and employees who feel that their managers are giving them fair and equitable feedback and assistance have a better chance to make a difference at work, use discretion, and get performance feedback. Improved attachments to the organisation are the outcome of increased intrinsic motivation and general job satisfaction.

Work engagement and learning have a strong relation, according to previous studies. By enhancing workforce competencies and behaviour, training benefits both the employee and the firm while also improving performance. Companies that put shareholders and customer satisfaction first prioritise staff development because they recognise the importance of investing in training [24]. The shift to a fully digital, tailored curriculum using technological tools should be the objective of every organization's human resource management team in order to produce the highest levels of trainee satisfaction, learning effectiveness, knowledge retention, and effective application of knowledge in business processes.

The training and development initiatives can boost employee morale while also enhancing behaviour and attitude towards the workplace. Employee training and development programmes are crucial elements that require research and attention [25].

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

5.1 Training and development process followed at IT Sector:

One of the main HR duties is learning and development, which has a big impact on how well businesses do. Without it, people do not develop, and businesses experience several workflow problems that they are unable to resolve. With learning and development, your team is always re- and up-skilling, prepared to face numerous obstacles and achieve new heights [26].

Many steps are made to ensure the process of learning and development is efficient. If you're interested in finding out more about how to create a training and development process in an organisation, consider the following crucial steps [27]:
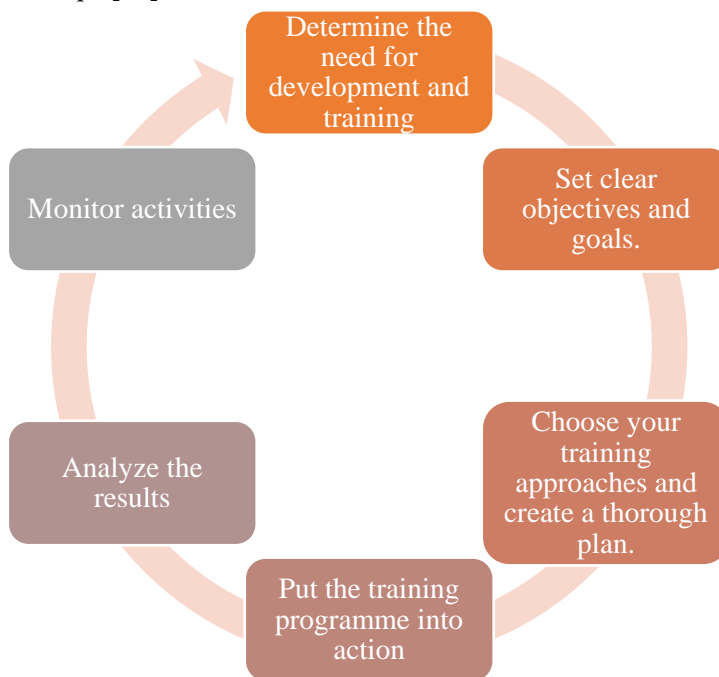

Fig. 1: Block diagram representing Training & development model   **Source:** Author

Companies should be more inclined to progress their businesses and engage in their workforce by viewing workforce learning and development as a resource. By giving employees new possibilities, this can inspire fresh thinking and help to streamline new processes for efficiency. A corporation will benefit from becoming more well-rounded and prepared for new prospects for progress in the future as a result.

6. TRAINING AND DEVELOPMENT PROGRAMS AT TCS :

TCS handles learning and development with a goal in mind, using cross-functional cooperation and the abundance of internal talent in a setting where the training is indeed, just-for-me, and just-enough. [28]. Through worldwide project, function, and site rotation and the provision of multilingual competency training modules, TCS has helped its employees achieve their career goals. Employees have benefited from it by developing new skills and abilities, which has encouraged knowledge sharing and teamwork [29]. The TCS provided a variety of training programmes, including:

a. Learning and Development (L&D): Giving employees who have the potential to become corporate leaders the essential learning interventions received special attention. Assessment centres were also being used, and several levels of learning was provided in TCS. Each level was distinct and had a different goal in mind. The incorporation of newer modules in accordance with the demand demonstrated the company's proactiveness [30].

b. Initial Learning Program (ILP): Through TCS's Initial Learning Program (ILP), a smooth transition from the campus to the corporate environment is offered. Graduate engineers and "science to software" trainees are trained in this programme to become EO-level IT consultants with a global perspective. A demanding 47-day programme with a decent balance of technical abilities is put the participants through [31].

c. The Ignite Program: Software engineers collaborate with their onsite teams on projects with users that have a choice of medium- or large-scale projects after completing the training programme. TCS

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

may provide outstanding career progression, a wide range of prospects, and considerable flexibility in relocating because to its clients' locations all over the US and the world. TCS provides guidance, professional development, and on-the-job training to help you make a smooth transition into your professional life and become familiar with our culture, beliefs, ambition, and goal [21].

d. Leadership Development Programme (LDP): The mix of leadership development inputs varies by level in the Tata Group. At the entry level, there is a bigger emphasis on results; at the executive level, it's more important to manage people. The human resources department of the Group has created a "leadership development series" with the goal of giving Tata managers the knowledge they need to keep Tata enterprises competitive in a global business climate. The brightest international professors from the leading business schools and specialised institutions in the world teach these unique courses. In collaboration with some of world's best institutions, it has developed a variety of highly valuable leadership development programmes [33].

e. Foreign language Initiative: Employees can take use of language training to become fluent in English and 11 other foreign languages in order to meet criteria [34].

As a result of TCS's improved knowledge base of employee skills, managers can now quickly and accurately determine which candidates are most qualified for particular roles, initiatives, or activities [35].

7. EMPLOYEE DEVELOPMENT PROGRAMS AT INFOSYS :

Career development and learning are the cornerstones of Infosys' talent progression strategy. At Infosys, you can advance your career by following three overarching philosophies that are comprised of nine guiding principles. The first overall principle, and it assists you in staying ahead of the learning curve and preparing for the future of digital technology. The three guiding ideas of this philosophy are listed below.

(1) Future readiness: Learn a digital skill, earn a skill tag, and hone it to become an expert.

(2) Agile careers: By encouraging employees to share their experiences, participate in the internal market, and change roles, our second philosophy helps us give them additional opportunity to apply their newly acquired talents.

(3) Always learning: The third philosophy encourages lifelong learning by creating a robust digital infrastructure with a distant approach and technological play spaces where you can apply what you've learned anyplace and at any moment Transform your learning with AI and skill up and skill set [36].

The Indian IT sector is rapidly and extensively reskilling its millions of people in emerging technologies as part of its mission to become the world's digital partners [37]. In the context of Infosys, its skilling platforms and initiatives have an impact on not only its own employees but also the workforces of its clients and society at large. A next-generation digital learning platform called Infosys Lex Wingspan is accessible both within the organisation and to its clients for the talent transformation of its employees. A learning and reskilling programme called Infosys Springboard, built on the Wingspan platform, is an essential part of Infosys' Corporate Social Responsibility (CSR) mission [38]. The wingspan is a tool for learning that benefits the staff. By fostering a culture of continuous learning, next-gen learning solution enables employees to advance their skills to the next level. Each employee receives content recommendations based on what they currently require for their jobs and what is coming up [39]. Employees can access best-in-class curated content from a variety of sources through Wingspan to advance their knowledge. Employees receive interesting and individualised feedback on their time spent [40]. The solution offered to the staff members is individualised and pertinent learning approvals, and the voice-activated, AI-powered learning assistant also provides assistance at any point in the learning process. Through multiple examinations, the solutions enable employees to gauge their competencies and earn pertinent certificates. Additionally, it gives staff the ability to lead effective learning efforts by utilising analytics, which enables businesses to comprehend internal learning trends and prepare crucial interventions. Subject matter experts (SMEs) employed by the corporation or specialists from universities or other organisations deliver training sessions. Following the training sessions, employees' comments are Each year, Infosys gives a number of lectures to review the entire training and development initiatives from the previous year in order to spot any issues and come up with remedies [41].

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

8. TRAINING AND DEVELOPMENT PROGRAM AT WIPRO :

One of the earliest programmes for leadership development is the Wipro Leaders' Qualities Survey, which was launched in 1992 [42]. It has successfully aided in Wipro's effort to develop world-class business leaders. Wipro has eight leadership qualities that are based on the company's mission, core principles, and business plan [43]. Wipro uses a 360-degree survey process to discover these qualities in leaders and provide support for their development. This programme is complete from beginning to end; it begins in the company of gathering input from pertinent respondents and concludes with each leader creating a Personal Development Plan (PDP) in light of the feedback they have received. The "Winds of Change" programme, which consists of seven steps and aids in identifying areas for improvement as well as strengths, is used to construct the PDP [44].

Topcoder and crowdsourcing: We at Wipro worked together to develop Top Gear, our own internal crowdsourcing platform. Similar to Topcoder, except for Wipro staff only (more than 30,000 members). We have been able to foster greater workplace collaboration by posing challenges to our worldwide community of employee members and supporting a transition from "push" to "pull" forms of work. Instead of constraining employees to complete certain tasks and limiting how and where their skills can be used, pull models of work enable staff to contribute to projects that match their interests, competence, and availability [45].

9. SWOC ANALYSIS :

SWOC analysis is a technique for determining out a business's significant advantage and developing business plans [46]. The SWOC research also offers information to help organisations link internal resources with marketable talents. The SWOC analysis framework can be utilised by emerging researchers to analyze an organization's internal capacity with reference to its validity, durability, and prosperity in carrying out its corporate structure into the prospective. The SWOC grid consists of a list of organizational framework, technological use, talent management, core competencies, financial circumstances, knowledge use in decision making, expertise, and future forecasting ability, as well as strengths, flaws, opportunities, and challenges [47]. The SWOC analysis framework can be used for internal studies of both people and organisations. The objective is to analyse an organization's internal strengths and potential [48]. The SWOC analysis's foundation is the identification of an organization's challenges, advantages, and flaws, and threats. It represents advantages, dangers, opportunities, and weaknesses. Internal and external pressures, as well as prospects for the present and the future, are all considered [49]. A SWOC analysis examines a company's, an entrepreneur's mindset, or an industry's strengths and weaknesses using actual, empirical facts. The organisation needs to keep the analysis accurate by focusing on real occurrences rather than nuances and preconceptions. Instead of treating it as a prognosis, businesses should view it as a suggestion [50].

9.1 Strengths:

a. Greater Ability to Adopt New Techniques and Technologies: The introduction of new technology, practises, and business models can greatly benefit an organisation by investing in the training and development of its employees. A single employee training session is insufficient in today's dynamic corporate environment [51]. This enables employees to swiftly adopt the latest technology advancements, which they can then use to speed up improvements in procedures and goods.

b. Boosts Workplace Engagement: Regular training and development programmes can lessen workplace ennui, which will help businesses' ongoing assessments of their staff, competences, and operational processes. Additionally, because it requires organisations to analyse present people and assess growth and development potential internally rather than through recruitment, it might prompt corporate study and planning, which by focusing on planning will have an impact on business culture [52].

c. A better level of employee performance and increased production are two of the benefits of training. With this method, individuals can progress within the company, synchronize their objectives, and give their top priority more attention. Employers can invest in their employees to encourage them to put in longer, harder, and more productive shifts. Performance and productivity consequently increase.

d. Lower Employee Turnover: Organizations work hard to focus on retaining current employees. If they had to hire new workers every three months, just think of how time-consuming and ineffective that

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

would be. Companies would also lose trained employees since they wouldn't have opportunities for promotion.

e. Future leader development: Finding qualified leadership might start with hiring new talent or choosing an existing employee for a leadership position. By creating leadership development programmes, an organisation may be able to cultivate the proper talent within the organisation rather than searching for people outside of it.

9.2 Weakness :

a. High expenditures: Employee training expenses can be costly for small and medium-sized organisations. can be overwhelming. transportation, training resources, and ongoing training growth, and equipment expenses may add up rapidly!

b. Stress: Training personnel for a greater number of hours might cause stress because it keeps them current on trends and competent in their particular field. They may do less well at work as a result of their stress.

c. Lack of interest: When training sessions last a long time, employees get bored and lose interest in the material.

d. Influence on Concentration: When employees consistently complete their tasks, they maintain their focus. However, occasionally they both work and train together. This also causes them to lose focus and productivity.

9.3 Opportunities :

a. Improved induction and learning and development opportunities: Employee induction is now typically conducted online using a learning management system, similar to most other types of corporate training (LMS). However, not all LMSs are created equal, and not all are capable of handling tasks like new hire orientation or general employee training. An LMS that can handle all of these use cases, like TalentLMS, is ideal (and more, such as compliance training). An LMS appropriate for staff onboarding should at the very least provide:

Instructor-Led Training assistance for live, in-person, or online sessions.

Keeping track of your employee's onboarding development through reporting.

You can embed movies, photos, and audio with multimedia support in your employee orientation programme.

Mobile assistance so that your new hires and workers may access their orientation materials at home or on the go.

Support for testing so you can check whether your staff remember the information from their orientation.

Support for teleconferences during online meetings.

b. Conduct an initial employee survey. Before creating a successful training programme, ascertain where staff members have knowledge gaps and where service delivery and organisational procedures can be improved. a thorough evaluation of organisational procedures and potential areas for change using data collected from personnel, clients, and suppliers.

c. Congratulate or honour staff workers who successfully complete training: Employees may view training sessions as an intrusion if they are overworked or under pressure. Awards or incentives can be given to employees who show initiative or create exceptional results, which will encourage a culture of learning and focus during training sessions.

d. Managers should be involved since they are aware of the specific talents that teams on their teams have and do not have. Therefore, include managers in the process of enhancing your company's personnel training and development programme.

In addition, managers communicate often with their staff. They can therefore readily track their development both during and after the training programme. This will enable your company to identify the employee skill-improvement training and development programme that is actually effective.

9.4 Challenges :

a. High percentage of workers quitting the company: Instead of attempting to foresee the future, it is ideal to anticipate skill shifts and react to them by following an iterative course-corrective process to develop a dynamic skills-focused training programme.

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

b. Rivals with more alluring benefit packages.

c. Insufficient or inaccurate training needs analysis: The following three justifications make conducting a training needs analysis crucial: disparities in knowledge and performance across the staff. effectively aids companies in developing a training strategy. gives information on fresh training options. The trainee will lose interest if something isn't done properly.

d. Organizational expectations are not clear: When expectations are not satisfied, feelings of dissatisfaction, annoyance, and even wrath may result. People can occasionally become so enamoured with their expectations that they are unable to perceive things as they actually are.

e. Trainers place an excessive amount of attention on theory: Some corporate training initiatives, particularly those that deal with management, usually give more weight to theory than to implementation. Many individuals find it challenging to learn in lecture-style environments and perform better when they have hands-on experience. For these individuals, extensive theoretical teaching, especially when it seems to go on for a very long period, might be downright boring.

f. Inadequate practise following training: Unsafe workplaces are a result of undertrained workers. Employers have a responsibility to keep their staff members safe at work, both physically and mentally. This entails offering adequate training to all personnel, whether it be instruction on common Health and Safety principles or instruction on particular tools or techniques.

g. Insufficient post-training follow-up: Numerous employees go through training and development, but they never get feedback on how much they have improved. Post-training check-in and follow-up examinations are rarely used in situations like this. Employees could forget what they learnt from a training and development programme without feedback and follow-up. It's crucial to close the loop with feedback in order for taught habits to stick.

10. FINDINGS :

Personal role engagement is more useful practically for the human resource development field than work engagement [53].

In a highly competitive climate, the lack of perceived importance of the training function in Indian enterprises is a serious concern.

Professional training is seen as being equally vital in MNCs and organisations with Indian roots.

The study discovered that power distance, long - term orientation, throughout solidarity, and orientation are national cultural factors that have an impact on e-learning practises. In this study, synchronous and asynchronous e-learning systems are distinguished, and the impact of culture on each is investigated.

Standard instruments to be used to determine training needs.

The majority of trainings are offered within the first year.

Training alters the level of employees' performance.

11. RECOMMENDATIONS :

As the IT industry is rapidly evolving and expanding, IT organisations today require high-quality trained workers. To this end, effective evaluation of training and correct evaluation of performance are required. The fundamental welfare amenities need to be improved by IT enterprises as well [54]. The future of workforce engagement and training is microlearning. The majority of business training needs can be met through microlearning-based training.

The knowledge and skill gap that the employee training and development activity is based on must be methodically recognised in order to maximise the effort on the part of both the individual and the company. Employee participation in training assessment activities and contributions for future comparable activities help to capture and document the best methods to scale up in similar contexts.

12. CONCLUSION :

Every training session's main objective is to boost participants' performance; as a result, many kinds of businesses construct continual training and development programmes for their staff. The training program's objective is to teach participants what they would learn after taking part. The intent and goals of some organisations' training initiatives are not made clear, nor are the knowledge, expertise, and skills that trainees will possess at the end of the course or the likelihood that they will be able to satisfy performance standards on the job. As a result, the organisation must specify the training program's aims and objectives while also taking into account the individual's and the company's unique needs.

The current study's main area of interest is how training could raise workers' productivity. Training is crucial for the growth of new employees and existing employees' competencies to perform their professions successfully. Additionally, it assists workers in overcoming any inadequacies in any work-related area and equips them to successfully fill any open positions in the future. The business sees training as the kind of investment that helps build a competitive edge in addition to producing a strong return on investment.

Training initiatives give staff members the drive they need to improve their performance and competence, which in turn increases organisational productivity. Therefore, training should be developed based on the requirements and objectives particular to each firm. Effective training is a clever intervention that seeks to achieve the learning necessary for better employee performance.

REFERENCES :

[1]   Siddiqui, D. A., & Sahar, N. (2019). The impact of training & development and communication on employee engagement–A study of banking sector. *The Impact of Training & Development and Communication on Employee Engagement–A Study of Banking Sector. Business Management and Strategy*, *10*(1), 23-40. Google Scholar↗

[2]   Kuvaas, B. (2008). An exploration of how the employee–organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management studies*, *45*(1), 1-25. Google Scholar↗

[3]   Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. *The international journal of human resource management*, *24*(2), 330-351. Google Scholar↗

[4]   Cantarello, S., Filippini, R., & Nosella, A. (2012). Linking human resource management practices and customer satisfaction on product quality. *The international journal of human resource management*, *23*(18), 3906-3924. Google Scholar↗

[5]   Kum, F. D., Cowden, R., & Karodia, A. M. (2014). The impact of training and development on employee performance: A case study of ESCON Consulting. *Singaporean Journal of Business Economics and Management Studies*, *3*(3), 72-105. Google Scholar↗

[6]   Jeni, F. A., & Al-Amin, M. (2021). The impact of training and development on employee performance and productivity: An Empirical Study on Private Bank of Noakhali Region in Bangladesh. *South Asian Journal of Social Studies and Economics*, 1-18. Google Scholar↗

[7]   Farooq, M., Khan, D., & Aslam, M. (2011). Impact of Training and Feedback on Employee Performance. *Far East Journal of Psychology and Business*, *5*(2), 23-33. Google Scholar↗

[8]   Wright, P. C., & Geroy, G. D. (2001). Changing the mindset: the training myth and the need for world-class performance. *International Journal of Human Resource Management*, *12*(4), 586-600. Google Scholar↗

[9]   Aragón-Sánchez, A., Barba-Aragón, I., & Sanz-Valle, R. (2003). Effects of training on business results1. *The International Journal of Human Resource Management*, *14*(6), 956-980. Google Scholar↗

[10]   Farjad, S. (2012). The Evaluation Effectiveness of training courses in University by Kirkpatrick Model (case study: Islamshahr university). *Procedia-Social and Behavioral Sciences*, *46*(1), 2837-2841. Google Scholar↗

[11]   Kaushik, S. (2012). Training and development: Emerging ways towards the manpower development. *Journal of Strategic Human Resource Management*, *1*(1), 23-27. Google Scholar↗

[12]   Seidle, B., Fernandez, S., & Perry, J. L. (2016). Do leadership training and development make a difference in the public sector? A panel study. *Public administration review*, *76*(4), 603-613. Google Scholar↗

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

[13] Ocen, E., Francis, K., & Angundaru, G. (2017). The role of training in building employee commitment: the mediating effect of job satisfaction. *European Journal of Training and Development*, *41*(9), 742-757. Google Scholar↗

[14] Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, *68*(1), 171-193. Google Scholar↗

[15] Siddiqui, A., & Zamir, N. (2018). Impact of Training and Development Programmes on Performance of Employees: A Case Study of State Bank of India. *ZENITH International Journal of Multidisciplinary Research*, *8*(3), 169-192. Google Scholar↗

[16] Sinha, S., & Sengupta, K. (2020). Role of leadership in enhancing the effectiveness of training practices: case of Indian information technology sector organizations. *Paradigm*, *24*(2), 208-225. Google Scholar↗

[17] Manzoor, U., Irfan, A., Baig, S. A., Sajjad, I., Ullah, A., & Khalid, N. (2021). The relationship between perceived training and development and employee retention: The mediating role of work attitudes and the moderating role of organizational support. *Journal of Public Value and Administrative Insight*, *4*(3), 232-250. Google Scholar↗

[18] Kumari, T., & Vangapandu, R. D. (2021). Impact of work-family conflict on career development of knowledge workers in Indian IT sector: Examining moderating effect of age. *International Journal of Human Capital and Information Technology Professionals (IJHCITP)*, *12*(3), 37-53. Google Scholar↗

[19] Borate, N., Gopalkrishna, D., Shiva Prasad, H. C., & Borate, S. (2014). A case study approach for evaluation of employee training effectiveness and development program. *The International Journal of Business & Management*, *2*(6), 201-210. Google Scholar↗

[20] Yadapadithaya, P. S. (2001). Evaluating corporate training and development: an Indian experience. *International Journal of Training and Development*, *5*(4), 261-274. Google Scholar↗

[21] Moore, M. L., & Dutton, P. (1978). Training needs analysis: Review and critique. *Academy of Management Review*, *3*(3), 532-545. Google Scholar↗

[22] Sharma, H. (2014). Importance and performance of managerial training in Indian companies–an empirical study. *Journal of Management Development*, 33(2), 75-89. Google Scholar↗

[23] Umamaheswari, S., & Krishnan, J. (2016). Work force retention: Role of work environment, organization commitment, supervisor support and training & development in ceramic sanitary ware industries in India. *Journal of Industrial Engineering and Management (JIEM)*, *9*(3), 612-633. Google Scholar↗

[24] Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European journal of Business and Management*, *5*(4), 137-147. Google Scholar↗

[25] Reynolds, C. (2020). The Advantages of Using Technology in Human Resource Training and Development. *The Eighth Annual Research Journal of SCMS Pune*, 1-18. Google Scholar↗

[26] Eugene Bloom. [2023]. The 19 Best Learning and Development (L & D) Tools. Retrieved from https://www.ispringsolutions.com/blog/learning-and-development on 11/1/2023

[27] Indeed Editorial Team. (2022). Training and development Process: Definition and steps. Retrieved from https://in.indeed.com/career-advice/career-development/training-and-development-process#:~:text=The%20process%20of%20training%20and,management%20skills%20for%20their%20roles on 25 December 2022.

[28] Innovating for greater future. (2022). Retrieved from https://www.tcs.com/content/dam/tcs/investor-relations/financial-statements/2021-22/ar/annual-report-2021-2022.pdf on 11-01-2023.

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

[29] March, R. (2013). Global mindset, global success at Tata Consultancy Services. *South Asian Journal of Global Business Research*, *2*(1), 27-32. Google Scholar↗

[30] Paul, S. (2018). An analysis of the skill shortage problems in Indian IT companies. *Social Sciences*, *7*(9), 159-180. Google Scholar↗

[31] Gum, L. F., & Richards, J. N. (2013). Immersing undergraduates into an interprofessional longitudinal rural placement. *Rural and Remote Health*, *13*(1), 181-192. Google Scholar↗

[32] Dhaliwal, M., & Saravanan, V. (2020) Study on Training and Development Practices in IT Companies. *Journa-lNX*- A Multidisciplinary Peer Reviewed Journal, 1(1), 15-20. Google Scholar↗

[33] Shah, S. (2010). Employee and labour welfare at the Tata Group Companies. *Management and Labour Studies*, *35*(3), 311-336. Google Scholar↗

[34] Javalgi, R. R. G., Joseph, W. B., Granot, E., & Gross, A. C. (2013). Strategies for sustaining the edge in offshore outsourcing of services: the case of India. *Journal of Business & Industrial Marketing,* 28(6), 475-486. Google Scholar↗

[35] Kotlarsky, J., Scarbrough, H., & Oshri, I. (2014). Coordinating expertise across knowledge boundaries in offshore-outsourcing projects. *Mis Quarterly*, *38*(2), 607-628. Google Scholar↗

[36] Learning and development avenues. Retrieved from https://www.infosys.com/careers/graduates/learning-development.html on 10/1/2023

[37] Subramanian, R., Singh, T., Misra, R., & Jayachandran, C. (2008). Infosys technologies limited: The global talent program. *Asian Case Research Journal*, *12*(02), 249-273. Google Scholar↗

[38] Yadav, N., Gupta, K., & Khetrapal, V. (2018). Next education: Technology transforming education. *South Asian Journal of Business and Management Cases*, *7*(1), 68-77. Google Scholar↗

[39] Kapoor, S., & Sandhu, H. S. (2010). Corporate Social Responsibility: A Case of Infosys Technologies Ltd. *Asia Pacific Business Review*, *6*(2), 130-140. Google Scholar↗

[40] Makwana, K., & Dave, G. (2014). Employer branding: A case of Infosys. *International Journal of Humanities and Social Science Invention*, *3*(6), 42-49. Google Scholar↗

[41] Garud, R., Kumaraswamy, A., & Sambamurthy, V. (2006). Emergent by design: Performance and transformation at Infosys Technologies. *Organization Science*, *17*(2), 277-286. Google Scholar↗

[42] Kumar, P. (2009). Well begun, half done!. *Strategic HR Review*, 8(2), 25-30. Google Scholar↗

[43] Bhatt, R. (2015). An evaluation of training programme in IT industry of Bangalore. *Journal of Advances in Business Management*, *1*(2), 85-92. Google Scholar↗

[44] Dureja, R., & Mahajan, H. (2020). Managing intangible assets in Covid times. *HR Future*, *1*(7), 26-27. Google Scholar↗

[45] Venkatraman Srinivasan. (2020) Educators and Employers, Bridging the Skills Gap. Retrieved from https://www.wipro.com/education/educators-and-employers-bridging-the-skills-gap/ on 12/12/2022

[46] Aithal, P. S. (2017). Industry Analysis–The First Step in Business Management Scholarly Research. *International Journal of Case Studies in Business, IT and Education (IJCSBE), 1*(1), 1-13. Google Scholar↗

[47] Aithal, P. S., & Aithal, S. (2019). New Directions in Scholarly Research–Some Fearless Innovations & Predictions for 21st Century Research. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 4(1), 1-19. Google Scholar↗

[48] Aithal, P. S., & Aithal, S. (2018). Scholarly Research–Some New Models in 21st Century. *In Proceedings of National Conference on Advances in Information Technology, Management, Social Sciences and Education,* 157-178. Google Scholar↗

International Journal of Case Studies in Business, IT, and Education (IJCSBE), ISSN: 2581-6942, Vol. 7, No. 2, April 2023

SRINIVAS PUBLICATION

[49] Aithal, P. S., & Kumar, P. M. (2015). Applying SWOC analysis to an institution of higher education. *International Journal of Management, IT and Engineering, 5*(7), 231-247. Google Scholar↗

[50] Aithal, P. S. (2017). Company Analysis–The Beginning Step for Scholarly Research. *International Journal of Case Studies in Business, IT and Education (IJCSBE), 1*(1), 1-18. Google Scholar↗

[51] Adle, A. A., & Akdemir, Ö. (2019). Achieving competitive advantage in technology based industry: How developing intellectual capital matters. *International Journal of Ebusiness and Egovernment Studies*, (*1*)(2), 89-103. Google Scholar↗

[52] Rao, M. S. (2017). Innovative tools and techniques to ensure effective employee engagement. *Industrial and Commercial Training*, *49*(3), 127-131. Google Scholar↗

[53] Fletcher, L. (2016). Training perceptions, engagement, and performance: comparing work engagement and personal role engagement. *Human Resource Development International*, *19*(1), 4-26. Google Scholar↗

[54] Kaushik, S. (2012). Training and development: Emerging ways towards the manpower development. *Journal of Strategic Human Resource Management*, *1*(1), 23-27. Google Scholar↗

****