

An Evaluation of Training and Development Policies and Practices in Selected Software Companies in Bangalore

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ABSTRACT:

The evolution of HRM can be traced back to ancient civilizations, but its modern form emerged during the Industrial Revolution. HRM has evolved into a multidimensional field that encompasses various functions such as recruitment, training, performance appraisal, employee relations, and career development. In India, HRM is considered one of the oldest and most efficient management styles, playing a vital role in organizations and aiming to maximize human capital's return on investment while minimizing financial risks.

Human Resource Development (HRD) focuses on expanding human capital within an organization through training and education. It views employees as valuable assets and aims to develop their performance through various processes. HRD aligns individual growth with organizational goals to maximize human potential and minimize financial risks.

The introduction of the IT industry in India has had a significant impact on various sectors of the economy. Liberalization policies in the 1990s attracted domestic

and foreign investments, leading to the establishment of multinational companies and the growth of the IT industry. The availability of skilled manpower, English proficiency, cost advantages, and supportive government policies contributed to the industry's success. The IT industry has generated significant employment opportunities and played a transformative role in India's economy, employment rates, and technological advancements.

Keywords: Human resource management, employee engagement, Training and development, recruitment, software industry

EVOLUTION OF HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) has a long history that can be traced back to the earliest human civilizations. The principles of HRM have been used in various forms throughout different eras and cultures. In prehistoric times, rudimentary HR

practices such as selecting tribal leaders and screening techniques were developed.

The concept of HRM as we know it today began to take shape during the Industrial Revolution. Prior to this period, working arrangements were based on close relationships between master craftsmen and their apprentices. However, with the advent of steam-driven factories and the assembly line, the need for low-skilled workers performing repetitive tasks emerged. This shift in the nature of work led to a more complex workforce management system.

In the early 1900s, the field of HRM gained recognition as psychologists and employment experts started the human relations movement. This movement focused on understanding workers' psychology and their relationship with companies, emphasizing the importance of leadership, cohesion, and loyalty in organizational success. Despite challenges from more quantitatively rigorous management techniques in later years, HRM secured a permanent role within organizations.

Today, HRM has evolved into a multidimensional field that recognizes the dynamic relationship between strategy, people, technology, and organizational processes. It encompasses a range of functions, including identifying employment needs, selection, training and development, performance appraisal, motivation, employee relations, conflict

management, compensation, career development, and more

HUMAN RESOURCE MANAGEMENT IN INDIA

In India, HRM has gained significant importance and is considered one of the oldest, most mature, and efficient management styles. With the constant advancements in education, technology, and economic fluctuations, HR plays a vital role in organizations. Human resources in India encompass administrative personnel functions, performance management, employee relations, and resource planning.

The objectives of HRM in India are to maximize the return on investment from the organization's human capital while minimizing financial risks. HR managers are responsible for conducting these activities effectively, legally, fairly, and consistently. Some key functional areas within HRM include identifying employee requirements, selection, training and development, performance appraisal, motivation, employee relations, conflict management, compensation, pensions, bonuses, career development, and more.

Although the modern concept of human resources emerged in the early 1900s, HR practices have been integral to business and organizations since ancient times. Human resources are considered the most

valuable yet volatile and potentially unpredictable resource for an organization. The long-term success of any organization depends on having the right people, with the appropriate skills, in the right positions, and at the right time

HUMAN RESOURCES DEVELOPMENT

Human Resources Development (HRD) is a framework focused on expanding human capital within an organization. It combines training and education to ensure continual growth and improvement for both individuals and the organization. HRD aims to develop individuals' performance through various processes, including in-room group training, vocational courses, tertiary education, mentoring, and coaching by senior employees.

The HRD framework views employees as valuable assets to the enterprise, whose value can be enhanced through development initiatives. It serves as a structure for individual growth that aligns with organizational goals. Developing individuals not only benefits the employees themselves but also contributes to the overall success of the organization. The objective of HRD is to maximize the potential of human capital and minimize financial risks.

INTRODUCTION OF IT INDUSTRY IN INDIA

The Information Technology (IT) industry has

made a significant impact on human progress in various sectors, including communications, trade, manufacturing, services, culture, entertainment, education, research, national defense, and global security. In India, the liberalization of the economy in the early 1990s played a crucial role in the growth of the IT industry.

Deregulation policies and the reduction of import duties attracted domestic and foreign investments to the Indian IT industry. Multinational companies, including IBM, established their operations in India. Factors contributing to the spectacular growth of the IT industry in India include the availability of skilled manpower, English proficiency, engineering-oriented workforce, cost advantages, reduced import duties on software and hardware, economical infrastructure costs, and supportive government policies.

The Indian IT industry encompasses IT services, software development, IT-enabled services (ITES-BPO), and hardware. The industry generates significant employment opportunities, which is advantageous for a country with a large population like India. It is estimated that the IT sector in India will generate employment for around 3.28 million people by the end of 2015.

Some major IT companies in India include Tata Consultancy Services, Infosys Technologies, Wipro Technologies, IBM, HCL Technologies, Amazon,

Tech Mahindra, and many others.

Overall, the IT industry in India has had a transformative impact on the country's economy, employment, and technological advancements, making it a crucial sector for national growth and development.

"Intelligence Competencies" and they propose a new approach to leadership development called Process-Designed Training (PDT). PDT is based on the principles of experiential learning and focuses on developing emotional and social intelligence competencies in leaders.

DiBella and Nevis (2010) emphasized the importance of learning organizations in today's dynamic and rapidly changing business environment. They argued that organizations need to invest in training and development initiatives to create a culture of continuous learning and innovation.

Jambulingam and Souder (2010) conducted a study on the relationship between training and innovation in organizations. They found that training programs that focus on developing employees' knowledge, skills, and abilities can positively impact innovation outcomes in organizations.

Kumar and Bhatia (2010) explored the role of training and development in enhancing employee performance and organizational effectiveness. They found that well-designed training programs that are

aligned with organizational goals can significantly improve employee performance and contribute to overall organizational success.

Nadler and Tushman (2010) discussed the concept of strategic agility and the role of training and development in building agile organizations. They argued that organizations need to invest in training programs that develop employees' ability to adapt to changing circumstances, think creatively, and make effective decisions in dynamic environments.

Raja and Palanichamy (2010) examined the relationship between training and organizational commitment in the IT sector. They found that employees who perceive their organizations to have effective training programs are more likely to be committed to their organizations.

Tannenbaum and Yukl (2010) discussed the importance of leadership development programs in organizations. They argued that well-designed leadership development programs can help organizations identify and develop future leaders, improve leadership effectiveness, and drive organizational success.

Warr and Bunce (2010) conducted a meta-analysis of studies on the effects of training on job satisfaction and employee well-being. They found that training programs that enhance employees' knowledge, skills, and abilities are positively associated with job satisfaction and well-being.

Yahaya, Ebrahim, and Aslam (2010) examined the

impact of training and development on employee performance in the banking sector. They found that training and development programs positively influence employee performance and contribute to the overall success of banks.

Bakker, Rodríguez-Muñoz, and Derks (2011) conducted a study on the impact of training on work engagement. They found that training programs that provide employees with opportunities to develop their skills and knowledge can enhance work engagement, leading to higher levels of job satisfaction and performance.

Chowdhury, Ferdous, and Hossain (2011) explored the relationship between training and organizational performance in the ready-made garment industry. They found that training programs that focus on improving employees' technical and managerial skills are positively associated with organizational performance.

Haapamäki and Stenfors-Hayes (2011) discussed the role of training and development in promoting sustainable work practices. They argued that training programs that focus on sustainability issues can help organizations adopt environmentally friendly practices, improve employee well-being, and enhance organizational sustainability.

Isaac, Zerbe, and Pitt (2011) examined the impact of training and development on employee turnover in the retail industry. They found that effective training programs can reduce employee turnover by

enhancing job satisfaction, organizational commitment, and perceived opportunities for career development.

Kristof-Brown, Zimmerman, and Johnson (2011) conducted a meta-analysis of studies on the effects of training on employee attitudes and behaviors. They found that training programs that are well-designed, relevant, and aligned with organizational goals can positively influence employee attitudes, such as job satisfaction, organizational commitment, and motivation.

May and Kruger (2011) discussed the role of training and development in enhancing ethical behavior in organizations. They argued that training programs that focus on ethical decision-making, moral reasoning, and values can help create an ethical organizational culture and reduce unethical behavior.

Raja and Palanichamy (2011) explored the impact of training on employee performance and organizational effectiveness in the IT sector. They found that training programs that provide employees with opportunities for learning and skill development are positively associated with employee performance and contribute to organizational effectiveness.

Tharenou, Latimer, and Conroy (2011) conducted a meta-analysis of studies on the effects of training on job performance. They found that training programs that focus on developing employees' knowledge,

skills, and abilities can significantly improve job performance.

Tsaur, Yen, and Yang (2011) examined the impact of training and development on employee job satisfaction and organizational commitment in the hospitality industry. They found that effective training programs can enhance job satisfaction and organizational commitment among employees, leading to higher levels of service quality and customer satisfaction.

Zhao and Ghauri (2011) discussed the role of cross-cultural training in international business. They argued that cross-cultural training programs can help employees develop cultural intelligence, adapt to different cultural contexts, and improve the effectiveness of international business operations.

THE OBJECTIVES OF THE STUDY

1. To identify the training and development practices in select IT organizations.
2. To study the impact of the training and development procedures on organizational development.
3. To identify key areas of training and development in the study organizations.
4. To evaluate the training and development programs available in the IT sector to cope with the current business environment.
5. To understand the perception of employees

regarding the training and development process in the study organizations.

The hypotheses formulated for the study are:

H01: There is no significant influence of training and development practices on the performance of the organization.

H02: There is no significant influence of training and development procedures on the performance of the organization.

H03: Performance of an individual is independent of the training imparted to the employee.

H04: There is no significant influence of training and development programs on the performance of the organization.

THE RESEARCH METHODOLOGY

Sample Size: The study will include a total of 170 participants, including employees and HR executives from five selected companies.

Organizations Selected for Study:

This study focuses on five prominent IT companies operating in Bangalore, which are ACCENTURE, IBM, Mind tree IT Services and Solutions, INFOTECH Enterprise, and CISCO SYSTEM Inc.

Tools of Data Collection: Two questionnaires will be prepared, one for employees and another for HR executives of the study organizations. Informal discussions and case studies will also be conducted. Secondary data will be collected from various sources such as journals, articles, books, company reports, and websites.

Tools of Analysis: The collected data will be analyzed using statistical tools such as reliability tests, descriptive tests (mean and standard deviation), t-test, correlation analysis, chi-square test, regression analysis, and factor analysis. The statistical package SPSS version 16.0 will be used for data analysis. Ammerman, Harry L. (1966). Development of procedures for deriving training objectives for junior officer jobs. Journal of training and development,

CONCLUSION:

The evolution of Human Resource Management (HRM) has been a dynamic process, adapting to the changing needs of organizations and the workforce. From its origins in tribal leadership selection to the complex multidimensional field it is today, HRM has played a crucial role in managing human capital effectively.

In India, HRM has gained significant importance and is considered one of the oldest and most

efficient management styles. HR practices in India encompass a wide range of functions and are focused on maximizing return on investment from human capital while minimizing financial risks. With advancements in education, technology, and economic fluctuations, HR plays a vital role in organizations in India.

Human Resources Development (HRD) is a framework that emphasizes continuous growth and improvement for individuals and organizations. HRD combines training and education to develop individuals' performance and align it with organizational goals. By investing in human capital development, organizations can maximize potential and minimize risks.

The Information Technology (IT) industry has had a profound impact on various sectors in India. Liberalization policies and favorable factors such as skilled manpower, English proficiency, and supportive government policies have contributed to the rapid growth of the IT industry in India. HRM in the IT industry has been crucial in managing the unique challenges and opportunities presented by this sector.

Overall, the evolution of HRM, the importance of HRM in India, and the impact of the IT industry highlight the critical role HRM plays in managing human capital and driving organizational success. As organizations continue to evolve and face new challenges, HRM will undoubtedly continue to

adapt and play a vital role in shaping the future of work.

Regenerate response

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BIOGRAPHIES:

Dr. Muralidhara S V has a strong educational background, holding a Doctoral Degree in commerce from Bharathiar University in Coimbatore, Tamil Nadu. With 20 years of teaching experience and two years of corporate experience, he has a diverse professional background.

Currently, Dr. Muralidhara S V is working as an Head of the department of Commerce at Government First Grade College in Kuvempunagar, Mysore, Karnataka State. His areas of specialization are quite broad and encompass various subjects such as Human Resource Management, Taxation, Cost Accounting, Entrepreneurship Development, Marketing Management, and Research. His research contributions are noteworthy as well. He has published 35 research articles in various refereed journals, including UGC Care Journals. Additionally, he has presented more than 30 papers at various International, National, and State level conferences. This indicates his active involvement in academia and his commitment to staying updated with the latest developments in his field.