

Analysis of problems faced by employees during training programmes with reference to employee of IT Companies in Navi -Mumbai

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ABSTRACT

Training and development is an important division of human resource development. It carries significant role in wake of the improvement of scientific knowledge which has resulted in hiked competition, rise in customer's belief of quality and service along with a subsequent need to minimize costs. It is also become more vital in the global world to create efficient workforce and capable employees the new jobs. This paper describes the training and development practices conducted in IT companies in Navi-Mumbai. The study reveals that training is beneficial to the organization as well as to the employees. The paper also highlights various problems faced by an employee during training. The paper attempts to put insight on the quality of training programmes conducted in the organization. Both the primary and secondary methods of data collection were used to prove the objectives. The analysis reveals that there are many problems faced by employees in an organization during training. The paper tries to find solution to the problems faced by employee during training.

Keywords: Training, Training methods, Employee problems.

INTRODUCTION

Training is a method whereby people get hold of abilities to aid in the accomplishment of organizational objectives. It occupies planned learning activities premeditated to develop an employee's performance at her/his recent job. Development is a wide-ranging, enduring multi-faceted position of behaviors to bring an employee or an organization up to another entrance of presentation.

After hiring the employees by an organization, next step is determining the need of training and development for them. It is obvious that some new employees are not experienced to their work so they need special training to perform effectively and efficiently. Different organizations held different training and development programs according to their available resources and requirements.

On the other hand, the important aspect of training and development programs is that it helps to avoid the managerial obsolescence. Organizational problems either major or minor can be solved our by these programs. These programs also play an important role managing the changes in organizational structure caused by mergers, acquisitions, rapid growth, downsizing and outsourcing.

RESEARCH METHODOLOGY

Research can be defined as executing an investigation to acquire an additional knowledge or idea to add to an existing understanding and knowledge of a particular discipline. The current research work is founded on primary and secondary source of information.

OBJECTIVES OF THE PAPER

1. To understand the basic concept training and development.
2. To examine importance of training.
3. To identify various problems faced by the employees of IT company.

DATA COLLECTION METHOD

Both primary and secondary data is used. In primary method questionnaire method was used to collect data from employees of IT companies. Sample size is 51 employees of different levels of management. The secondary source of information was gathered from the internet, books, journals, magazines etc.

LIMITATIONS OF THE PAPER

Due to paucity of time the study is limited selected companies in Navi - Mumbai only.

TRAINING OVERVIEW

Training and development programs are also important to cope up with the changes in technology and with diversity within the organization. Today because of number of changes in technological fields, these programs are increasingly emphasizing on converting the organization to learning organizations and human performance

THE IMPORTANCE OF TRAINING AND DEVELOPMENT CAN BE STATED AS FOLLOWS

- **Optimum Utilization of Human Resources** – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- **Development of Human Resources** – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- **Development of skills of employees** – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons human intellect and an overall personality of the employees.
- **Productivity** – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- **Organization Culture** – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- **Quality** – Training and Development helps in improving upon the quality of work and work-life.
- **Healthy work-environment** – Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal
- **Morale** – Training and Development helps in improving the morale of the work force
- **Profitability** – Training and Development leads to improved profitability and more positive attitudes towards profit orientation.

TRAINING METHODS USED BY AN IT INDUSTRY

On the job Methods

- Job rotation o Coaching
- Job instruction o Training through step-by-step
- Committee assignments

Off-the-Job Methods

- Vestibule training
- Role playing
- Lecture and Conference or discussion
- Programmed instruction

MODERN METHODS OF TRAINING ARE USED IN IT INDUSTRY:

➤ An ITS is a system which utilizes Artificial intelligence to train the participants.

Intelligent Tutorial System (ITS) is made up of 5 components. They are • Subject Experts • Model called Trainee model which helps to know how trainee is performing • A Trainee Sessions manager which shows trainees responses • A User interface System which helps trainees to communicate

➤ **Computer Based Training (CBT)**

CBT provides the instructional consistency and reduces Trainee Learning Time. It increases access to training, affords privacy of learning and allows the Trainee to master learning

PROBLEMS FACED EMPLOYEES DURING TRAINING

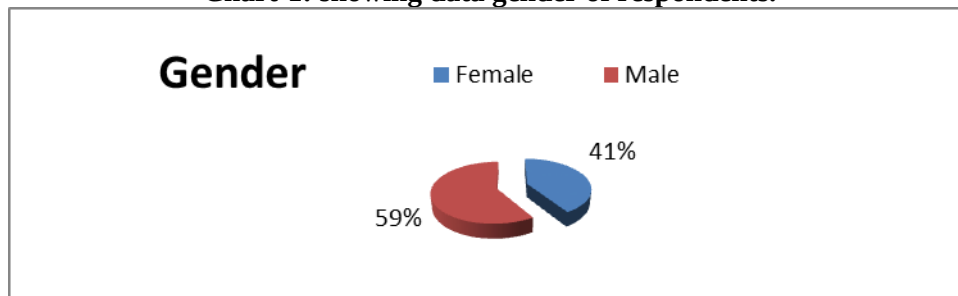
During the course of training there are number of problems faced by an employee. These problems have an impact on the effectiveness of training programmes. The various problems faced by an employee are as follows

1. Language Barriers: there is communication gap between the trainer and trainee. as the trainees are from different background, culture, geographic location.
2. Unclear Objectives: training objectives and goals are not clear to the trainee which reduces the efficiency of the training programmes.
3. Improper infrastructural facility and inadequate training material demotivates the employees from continuing such a programme.
4. Indifferent superior subordinate relationship becomes a hurdle in free communication of the employees.
5. Hectic employment schedule increases the stress level of the trainee.

Thus it becomes the priority of the trainer to resolves these problems in order to increase training effectiveness.

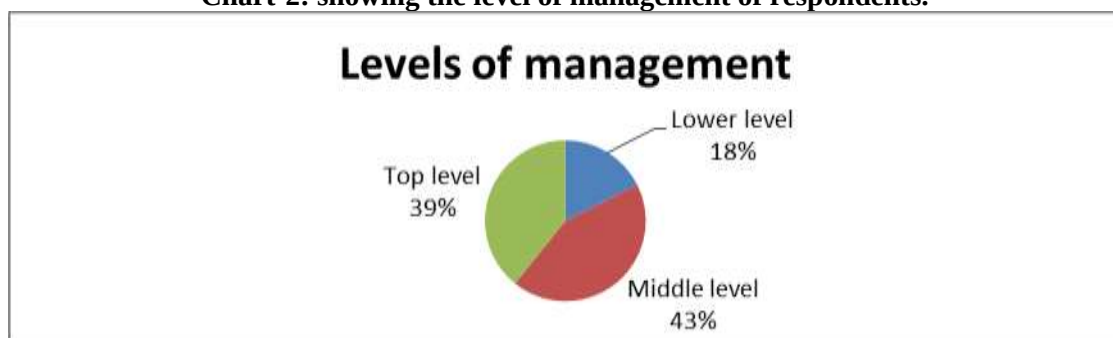
DATA ANALYSIS

Chart-1: showing data gender of respondents.



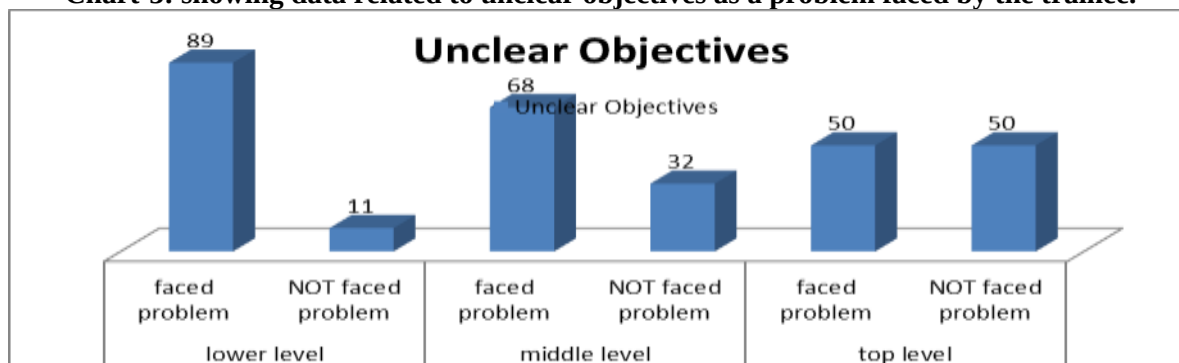
The above chart 1 shows that respondents comprises 59% of male and 41% of female employees.

Chart-2: showing the level of management of respondents.



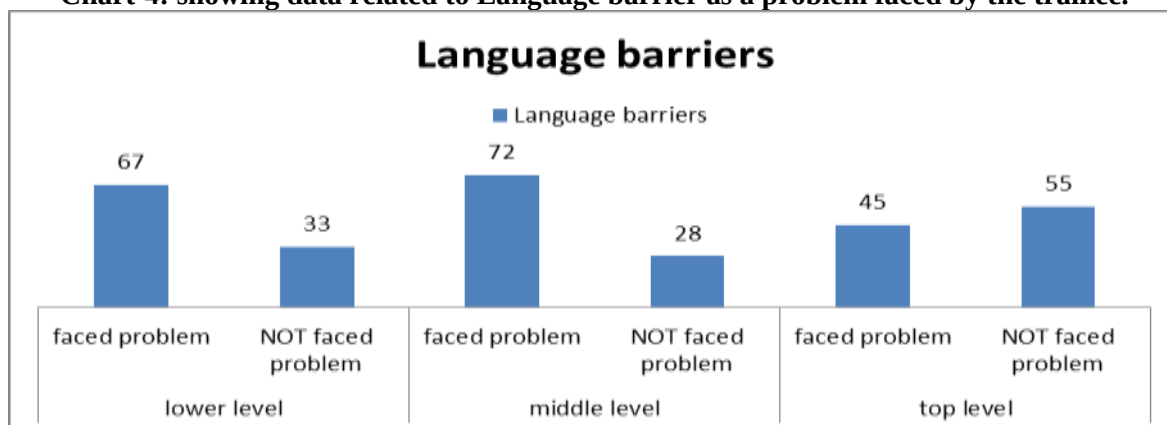
The above pie chart 2 shows that the composition of respondents consists of 18 % of lower level employees whereas 43% of middle level employees and 39 % of top level employees .

Chart-3: showing data related to unclear objectives as a problem faced by the trainee.



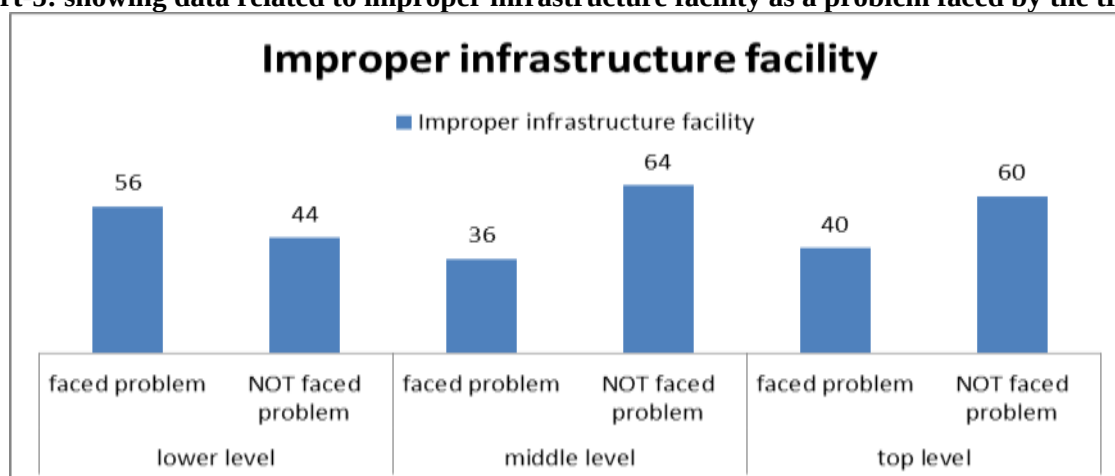
The above chart 3 shows that 89% of lower level employees whereas 68% of middle level employees and 50 % of top level employees considers that the training objectives are not clear. The chart also shows that 11% of lower level employees whereas 32% of middle level employees and 50 % of top level employees have never faced any such problem.

Chart-4: showing data related to Language barrier as a problem faced by the trainee.



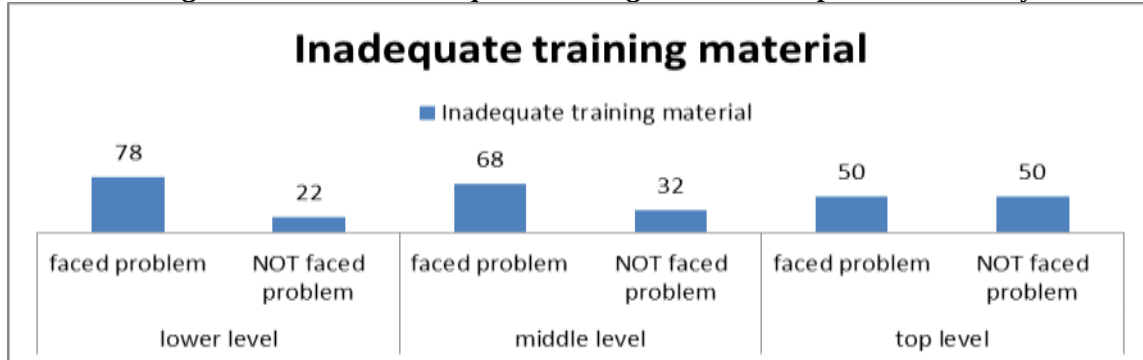
The chart 4 shows that 67% of lower level employees whereas 72% of middle level employees and 45 % of top level employees feel that language becomes a barrier to complete the training programme.

Chart-5: showing data related to improper infrastructure facility as a problem faced by the trainee.



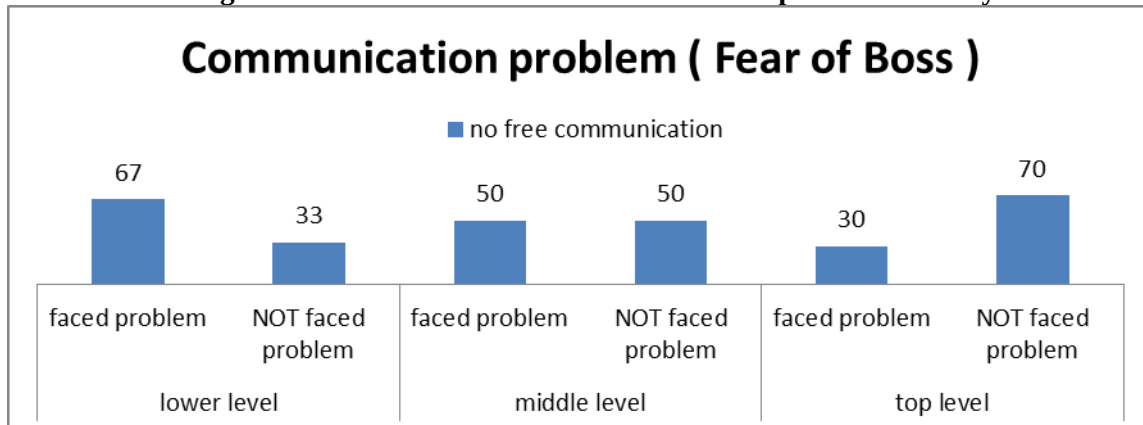
The above chart 5 clearly shows that 56% of lower level employees whereas 36% of middle level employees and 40 % of top level employees faced problem due to improper infrastructural facility. But the chart clearly indicates that 44% of lower level employees whereas 64% of middle level employees and 60 % of top level employees didn't find infrastructural facility as a limitation.

Chart-6: showing data related to inadequate training material as a problem faced by the trainee.



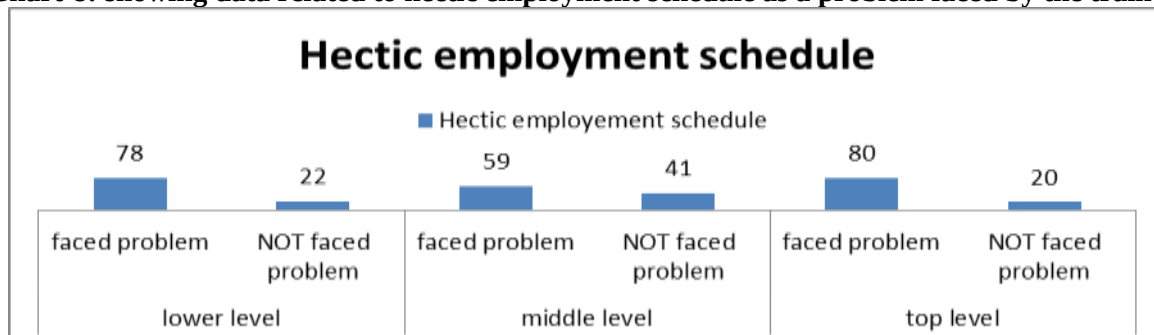
The above chart 6 shows that 78% of lower level employees whereas 68% of middle level employees face problem due to inadequate training material and 22% of lower level employees whereas 32% of middle level employees had adequate training material. In case of top level employees 50% are of the opinion that they had inadequate training material whereas 50% of the top level employees had adequacy of training material.

Chart-7: showing data related to fear of communication as a problem faced by the trainee.



The above chart 7 shows that 67% of lower level employees whereas 50% of middle level employees and 30 % of top level employees feel difficult to communicate with the trainer due superior subordinate relationship between them. The chart also shows that 33% of lower level employees whereas 50% of middle level employees and 70 % of top level employees have never faced any such problem.

Chart-8: showing data related to hectic employment schedule as a problem faced by the trainee.



The above chart 8 clearly shows that 78% of lower level employees whereas 59% of middle level employees and 80 % of top level employees find hectic employment schedule as a big problem. But the chart indicates that 22% of lower level employees whereas 41% of middle level employees and 20 % of top level employees didn't have any such problem.

FINDINGS

1. The number of training programmes differs from industry to industry and is completely dependent on the needs of the organization. On an average atleast three to four programmes are conducted by each industry every year. Some training programmes are on hourly basis where as some organization have weekly as well as monthly programmes.
2. Training is provided to all the type of human resource that is from worker to administrative staff.
3. Both the types of training methods are used in an IT industry. Modern techniques of training are also effectively used in the companies.
4. The lower level and middle level employees find it difficulty in understanding the objectives of the training and complain about unclear objective as a hurdle in their training attainment.
5. Language poses a barrier to understanding and communication for lower and middle level employees. Whereas it is found that the top level employee does not face much of such a problem.
6. On an average of the levels of employees face little or more problem with reference to infrastructural facilities provided by the organization.
7. Inadequacy of training material is a major problem to lower and middle level of employees.
8. All the levels of employee find the employment schedule very hectic due to the training programmes.

SUGGESTIONS

1. The solution to Hectic employment schedule

Avoid face-to-face training on weekends or after-hours, and limit travel requirements for training. Consider using a micro learning approach and deliver useful and relevant content in bite-sized chunks. Short videos, checklists, infographics and even gifs are simple micro learning formats that make training easier to consume.

Communicate several concepts at once with clever graphics. They're a valuable time-saver for learners, as well as a welcome break from reading text in emails, reports, and newsletters.

Optimize your training for mobile. Mobile features allow learners to access the LMS and training materials anywhere, any time – including on the train to work, or during their lunch break. This makes training so much more convenient.

2. The solution to unclear objectives and language barrier.

Use training to clarify communication: forums and webinars can be used as a safe space to voice questions and concerns, or share experiences.

Clarify training objectives from the start. All team members should know exactly what is expected of them during training, and how their learning achievements will benefit them in their jobs. Consider implementing a "training agreement" outlining these expectations, and ask each learner to sign it as a commitment to the learning process.

3. The solution for better employee engagement

Incorporate practical learning activities like case studies, scenarios, role-plays and relatable examples into your training. These activities engage learners in active problem-solving contributing to better cognitive engagement.

Use discussion forums and other informal live online spaces for learners to interact casually. This encourages learners to engage emotionally with other learners, and with the training process.

Establish an active learning culture, and make all employees feel like a part of that culture, can boost emotional engagement. This emotional investment leads to increased learning.

Communicate learning outcomes upfront to increase behavioral engagement. More learners are likely to participate in learning activities if they understand the objective behind it.

4. Prepare training design and keep ready adequate training material. Make online training resources handy for the trainees. Use of mobile and availability of online training material will help to minimize the problem of inadequacy of training material.

CONCLUSION

Training and development is important aspect in every organization increase in competitiveness and advancement of technology leads need for training and development. IT companies adopt training and development programmes in order to increase its standards in competitive world and reduce employee turnover in the company. Though training has many advantages but employees face lot of problems during training programmes which hampers the effectiveness of training programmes. Hence it is of vital importance to resolve and minimize the problems faced by trainees during the training programmes. This will ensure an effective return on investment made on training and development cost.

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