CHAPTER 1

INTRODUCTION

1.1 About the Study

Training:

Development of an organization is necessarily based on innovative labor force, technology, quality management, and customer satisfaction. Among the above factors, innovative labour force can be created only by the activities of training and development in the organization. Therefore, training program is the most powerful activity of HRD for employee empowerment and improving overall effectiveness of an organization..Training can be defined as: 'The systematic development of the attitude/knowledge/skill/behaviour pattern required by an individual to perform adequately a given task or job. Over the past three year, the interest of investment in training has been increasing.

The Role of Trainee in a training programme:

The trainee is a major stakeholder in a training program. The whole training program is developed for the trainees only. Each candidate plays an important role in the transfer of training because one participant's attitude regarding the training influence the other participants and also each participant can assist by advancing the learning process to realize the training objectives. Participant's willingness to invest in the program is directly proportional to the benefits of the learning that the trainee could expect. Each participant forms their own perception towards training. Some perceptions remain the same during the program.

- Relation between the training program and personal objective
- Level of self esteem
- Benefits expected from training
- Comfort level with the trainer
- Learning style of trainee
- KSA of trainee

- Previous training experiences
- Desire for professional growth and development

Some environmental factors that influence the trainee's learning are:

- Relationship with colleagues and subordinates
- Training team
- Trainer team
- Training objective
- Content of training
- Training design i.e. methods, techniques, and strategies
- Environment in the program
- Composition of training group
- Infrastructure i.e. eating facilities, tea/coffee breaks

But these factors differ with factors such as size of organization, type of training, etc. No matter how good the training program is, in the end it is the participant only who decides whether to change his behaviour or not. Trainees do not change their behaviour merely because someone tells them to do. They change when they feel there is a need of it. They do it with their own learning style. The trainer and the organization can only try to remove the mental blocks of the trainee, rest depends on trainee itself.

Application of learning from training programmes -trainees' perspective:

Application of learning from training programme is a crucial part of training effectiveness, which composes of learning, transfer, generalization and maintenance (Chiaburu & Tekleab, 2005). It refers to a trainee's application to the job of what is learned in a training program. Learning is of little use in the corporate unless it is transferred to the workplace to improve performance (Holton, Bates, Seyler & Carvalho, 1997). For some people, mastering all the theories do not necessarily lead to the application of the knowledge and skills. Kirkpatrick (1967) suggested that people who 1). have intention to improve; 2). recognize their own weaknesses. 3). work in permissive climate; 4). have some help from someone who is interested and skilled; and 5). have an opportunity to

try out the new ideas, will continue to apply their newly-acquired knowledge and skills. (p.98). Thus, individual difference is crucial in the effectiveness of training.

Furthermore, studies in the recent several years have demonstrated that the role of trainee in training has been increasingly valued. Trainees are valued not only because their own motivation and characteristics are the major factors affecting their learning implementation, but also because their perceptions of training programmes and its application have played an important role in training as well. More studies began to emphasize and explore trainees' perceptions in-depth using research qualitative (Nikandrou, Brinia & Bereri, 2009; Rodriguez & Gregory, 2005) compared with earlier research examining the measurements of various relationships between factors (Mathieu, Tannenbaum & Salas, 1992; Quinones, 1995; Saks, 2002). In our study, we value the importance of trainees' perceptions of application of learning's from training and taking the trend of exploring trainees' perceptions on the critical organisational factors of training and its application at workplace.

1.2 Industry Profile

Information technology is the acquisition, processing, storage and dissemination of vocal, pictorial, textual and numerical information by a microelectronics- based combination of computing and telecommunications. The term in its modern sense first appeared in a 1958 article published in the Harvard Business Review,, in which authors Leavitt and Whisler commented that " the new technology does not yet have a single established name. We shall call it "Information Technology".

Information technology global perspective:

The Global IT Services industry holds significant opportunities for industry players due to increasing IT spending in the healthcare, retail, and transportation sectors, among others. The market is forecast to reach an estimated US $1,147 billion in 2017 with a CAGR of more than 5% during 2012–2017. Lucintel, a leading global management consulting and market research firm, has analyzed the global IT services market and presents its findings in "Global IT Services

industry Analysis 2012- 2017: Industry Trend, Profit, and Forecast Analysis." The global IT services industry comprises services related to the application of business and technical expertise to enable organizations to create, manage, optimize, and access information and business processes. The industry's scope includes product support services such as hardware and software maintenance and professional services such as IT consulting, development, and integration services. North America, with 42% of the global market share, dominates the highly fragmented global IT services industry. Outsourcing locations such as India, China, Vietnam, and the Philippines are anticipated to be key drivers because of their low-cost labor and skilled talent pools. The APAC IT services industry is expected to register the highest growth rate among all regions during the forecast period and lead the industry. Government-backed reforms are expected to contribute to significant increases in spending for IT investments. In addition, by generating new opportunities for IT vendors globally, cloud computing is expected to reshape the industry. It is anticipated to offer immense opportunity to penetrate in the small and medium business sector.

Information technology in India:

Information Technology (IT) industry in India is one of the fastest growing industries. Indian IT industry has built up valuable brand equity for itself in the global markets. IT industry in India comprises of software industry and information technology enabled services (ITES), which also includes business process outsourcing (BPO) industry. India is considered as a pioneer in software development and a favourite destination for IT-enabled services. The origin of IT industry in India can be traced to 1974, when the mainframe manufacturer, Burroughs, asked its India sales agent, Tata Consultancy Services (TCS), to export programmers for installing system software for a U.S. client. The IT industry originated under unfavourable conditions. Local markets were absent and government policy toward private enterprise was hostile. The industry was begun by Bombay-based conglomerates which entered the business by supplying programmers to global IT firms located overseas. During that time Indian economy was state-controlled and the state remained hostile to the

software industry through the 1970s. Import tariffs were high (135% on hardware and 100% on software) and software was not considered an "industry", so that exporters were ineligible for bank finance. Government policy towards IT sector changed when Rajiv Gandhi became Prime Minister in 1984. His New Computer Policy (NCP-1984) consisted of a package of reduced import tariffs on hardware and software (reduced to 60%), recognition of software exports as a "delicensed industry", i.e., henceforth eligible for bank finance and freed from license-permit raj, permission for foreign firms to set up wholly-owned, export-dedicated units and a project to set up a chain of software parks that would offer infrastructure at below-market costs. These policies laid the foundation for the development of a world-class IT industry in India. Today, Indian IT companies such as Tata Consultancy Services (TCS), Wipro, Infosys, HCL et al are renowned in the global market for their IT prowess.

The **Information technology industry in India** has gained a brand identity as a knowledge economy due to its IT and ITES sector. The IT–ITES industry has two major components: IT Servicesand business process outsourcing (BPO). The growth in the service sector in India has been led by the IT–ITES sector, contributing substantially to increase in GDP, employment, and exports. The sector has increased its contribution to India's GDP from 1.2% in FY1998 to 7.5% in FY2012.[1] According to NASSCOM, the IT–BPO sector in India aggregated revenues of US$100 billion in FY2012, where export and domestic revenue stood at US$69.1 billion and US$31.7 billion respectively, growing by over 9%.[1] The major cities that account for about nearly 90% of this sectors exports are Bangalore, Chennai, Delhi, Mumbai, Hyderabad, Pune, Kolkata. Export dominate the IT–ITES industry, and constitute about 77% of the total industry revenue. Though the IT–ITES sector is export driven, the domestic market is also significant with a robust revenue growth.[1] The industry's share of total Indian exports (merchandise plus services) increased from less than 4% in FY1998 to about 25% in FY2012. According to Gartner, the "Top Five Indian IT Services Providers" are Tata Consultancy Services, Infosys, Cognizant, Wipro and HCL Technologies.[2]

This sector has also led to massive employment generation. The industry continues to be a net employment generator - expected to add 230,000 jobs in

FY2012, thus providing direct employment to about 2.8 million, and indirectly employing 8.9 million people.[1] Generally dominant player in the global outsourcing sector. However, the sector continues to face challenges of competitiveness in the globalized world, particularly from countries like China and Philippines.

India's growing stature in the Information Age enabled it to form close ties with both the United States of America and the European Union. However, the recent global financial crises has deeply impacted the Indian IT companies as well as global companies. As a result hiring has dropped sharply, and employees are looking at different sectors like the financial service, telecommunications, and manufacturing industries, which have been growing phenomenally over the last few years.[3] India's IT Services industry was born in Mumbai in 1967 with the establishment of Tata Group in partnership with Burroughs.

Challenges facing it industry:

Despite revenue of more than $100 billion in 2011-12 and an aggressive growth expectation of more than 13% in 2012-13 from NASSCOM, Indian IT industry is facing several challenges:

The rapid expansion of the Indian IT industry has been a key feature of economic development in India and also worldwide. The Indian IT industry has become a main source for export earnings and also a key driver in the transformation of the domestic economy. India has emerged as a major center for offshoring of IT services. The pace of export revenue growth of Indian software companies will moderate next fiscal year amid continued global economic uncertainty. The EU is India's second largest trading partner so the Eurozone crisis is bound to affect the Indian economy.

The Indian IT industry, however, continue to face multiple challenges such as the need to respond quickly to changes in technology and demand. This is illustrated by the fact that the IT industry in India went through a radical transformation in the 1990s and the 2000s and is poised to be reshaped again in the 2010s.

One of the major challenges for the Indian information technology industry was to keep maintaining its excellent performance standards.

Export is another key area where certain things need to be done in order to make sure that India can maintain its status as one of the leading IT enabled services destinations of the world. A step that needs to be taken is to create an environment for innovation that could protect the industry for a longer period. These innovations need to be done in business models, ecosystems and knowledge.

The IT industry of India also has to look at the opportunities in other countries and spread the range of its activities. The Indian IT industry also needs to co-ordinate with the business and strategy advisory circles as well as other industries in India for better performance and improved productivity. According to PAC (Pierre Audoin Consultant) the business process outsourcing service providers in India need to change their operations to a way that is more oriented to the knowledge process outsourcing. One of the most important crises facing the Indian IT industry concerns the human resources aspect. The problems with outsourcing in countries like the USA are posing problems for the Indian information technology industry as well.

In the recent times a bill has been passed in the state of New Jersey that allows only the citizens or legal non-Americans to be given contracts. This legislation has also affected some other states in the USA. These states are also supposed to be considering these laws and their implementation. This is supposed to have an adverse effect on the outsourcing that is the source upon which the IT industry of India thrives. The information technology professionals who aim at working in the country are also likely to be delayed by the legislation as a significant amount of these professionals have been going to work in the USA for a long time.

Finally, the quality of technical education in India leaves much to be considered necessary. For the Indian IT industry to increase the size of the global IT pie, it must move from being a mechanical problem-solver to a proactive problem-definer. To do this, NASSCOM alone can bring the engineering and business schools of India and overseas on to a common platform, in conjunction with the education and IT ministries of India, to renovate the curriculum to meet this need of tomorrow.

Major Industry Trends

Information technology (IT) is both a huge industry in itself and the source of dramatic changes in business practices in all other sectors. The term IT covers a number of related disciplines and areas, from semiconductor design and production (also covered in the profile of the Electronics sector), through hardware manufacture (mainframes, servers, PCs, and mobile devices), to software, data storage, backup and retrieval, networking, and, of course, the internet.On top of this, there has been a convergence between IT and telephony, driven by transforming voice traffic from an analogue signal to a digital packet, indistinguishable from other data packets travelling through a computer network. IT in the leisure sector is already about enabling interaction with video, movies, and TV, and this trend is increasingly carrying over into the business space.

Each of the major sub-areas in IT is itself capable of being divided into its component parts. Storage, for example, breaks down into disk drives, tape drives, and optical drives, and into attached storage and networked storage. PCs break down into utility-business desktop PCs, high-end workstations, and "extreme" gaming PCs for games enthusiasts—the computer and console games industry has already produced "blockbusters" that outsell bestselling film releases from Hollywood. Software subdivides into numerous specialist areas, from relational database technologies to enterprise applications, to "horizontal" office applications characterized by Microsoft Office, for example. Somewhat off the main track of IT at present, but very much related to both increases in processor power, and to work in simulation and artificial intelligence, is the field of robotics. This lies outside the scope of this profile, but the linkages between robotics and IT are already transforming both manufacturing and defence.

In addition, the IT arena is characterized by a number of key trends and emerging technologies which, again, have the potential to transform the way businesses currently use IT and carry out their operations. An example of a trend would be the outsourcing of IT services, such as desktop PC support, or whole IT-supported functions, such as accounts processing. An example of a technology trend would be virtualization. This refers to the ability of large servers to be

subdivided into a number of virtual machines, which can be either virtual PCs or virtual servers.Virtualization carries with it a number of benefits, including stopping what, at one stage, looked like an endless proliferation of servers inside companies. Splitting one large server into a number of virtual servers enables the organization to reduce the number of servers it has to manage. Server virtualization should not be confused with another powerful trend: the creation of virtual environments inside the machine. The fact that desktop processors are now powerful enough to mimic real-world physics in computer space is transforming both design and entertainment.

All these trends have enabled the IT industry to continue to generate a strong demand for the next generation of servers, PCs, and laptops. However, in a recession, companies of all sizes generally postpone upgrading their IT systems and implementing major IT projects that are not already in hand. This makes the sector vulnerable to downturns in the economy, and the global downturn from 2008 to 2009 had a major impact on revenues in the sector worldwide.

Market Analysis

According to the IT market analysis firm Gartner, worldwide IT spending grew by more than anticipated in 2010, reaching 5.3%, or US$3.4 trillion, as opposed to the predicted growth of 3.2%. Given the fragile state of the economic recovery, coupled with very low growth in many advanced markets, that figure gives some grounds for optimism that corporates are preparing for higher rates of growth than is currently showing up in GDP figures around the world.In June 2011, Gartner revised its estimate of total spend on IT in 2011 upwards for the second time in the year. It now estimates that global IT spending will grow by 7.1% over 2010's figure, to US$3.67 trillion.

Gartner sees some slowdown in spending on desktop PCs as big corporates delay refreshing their desktop PC infrastructure, but this is being more than made up for by increased spending on servers, storage, and networks. Even the spend on PCs shows strong growth if one adds in new spending on tablet PCs, a format that is proving extremely popular both with consumers and

executives.Growth in global hardware spending in 2011 is predicted to be 11.7% over the 2010 spend of US$375 billion. This is slightly behind the 12.1% growth achieved in 2010, by comparison with the spend for 2009, but it represents a significant upward revision on Gartner's earlier prediction of growth of 9.5% for the hardware segment in 2011.

Corporate investment in enterprise software in 2010 was better than originally envisaged, and Gartner has revised its figures up from the prediction of US$237 it made in March 2011, and is now forecasting that the 2010 figure will come in at US$244 billion. In 2011 Gartner expects corporates to increase their spending on enterprise software by a further 9.5%, or up another US$13 billion on the 2010 figure. One of the big growth areas is computer services. In 2010 the total global spend on services amounted to US$793 billion. Gartner expects this to increase by 6.6% through 2011 to US$846 billion, up two percentage points on the forecast it made in March 2011. Cloud computing continues to be a major factor in corporate spending, which is not surprising when one considers that "the cloud" encompasses servers, storage, networking, and application services. Gartner is predicting that spending on cloud computing in 2011 will increase four times faster than IT spending overall.

Worldwide spending on "public cloud" services was around US$74 billion in 2010, comprising some 2% of overall IT spending. Gartner anticipates this spend rising to US$89 billion in 2011, an increase of 20%. By 2015 this spend will have almost doubled, reaching US$177 billion, Gartner says. This will amount to around 5% of total global IT spend. One of the big transformations in IT over the last two years, largely on the back of the growth in cloud computing, has been "software delivered as a service" (SaaS). The idea here is that instead of owning the software application and all the hardware required to run it, a corporate simply "rents" the use of the software, which is delivered either over leased lines or via the internet direct to users. Selling software on a "per seat" basis has the huge advantage for IT departments of delivering a known service at a fixed price, with no requirement for huge, upfront capital expenditure. The service provider, on the other hand, is able to spread the cost of its upfront capital expenditure across its

entire base of customers. SaaS is also transforming both revenue models for hardware and software providers and the way licensing of software is structured.

In mid-July 2011, Gartner predicted that SaaS will grow from around 10% of corporate IT spending in 2010, or around US$10 billion, to US$21.3 billion by 2015, a 20.7% increase. "After more than a decade of use, adoption of SaaS continues to grow and evolve within the enterprise application market," commented Tom Eid, research vice president at Gartner. This growth is being fuelled by pressure on IT budgets, which is pointing corporates at what Gartner calls "leaner alternatives," and is being accelerated as SaaS becomes more commonplace and corporates get used to the idea that they do not have to own the IT infrastructure in order to derive benefits from using IT. The ultimate end point of SaaS would see virtually all IT services delivered as a "commodity purchase" via the cloud, with only highly specialized applications being developed in-house.

Computer gaming is becoming an ever-more-important segment of IT. According to Gartner global spending on gaming will exceed US$74 billion in 2011, up 10.4% from 2010. Of this, software will be worth some US$44.7 billion while the rest is taken up by what Gartner calls "the gaming eco-system," which comprises high-end gaming PCs and the online environment for online games, which are expected to be a major growth segment to 2015. "Many consumers embrace gaming as a core piece of their entertainment budget and will continue to pay so long as game publishers deliver compelling and fun games," Gartner says. The gaming industry continues to be one of the primary drivers for increases in performance in desktop PCs and graphics as well as in virtual world modelling.

The Advantages India Offers for IT Companies

Since the Government of India liberalized the IT and telecommunications sector in the late 1990s, it has provided the right impetus to companies working in this sector. India can emerge as the clear industrial leader in the near future, if it maintains due diligence

Today, India has one of the most robust and fastest growing economies. The recent recession witnessed in the developed nation, and the Dubai economic crisis have had very little effect on its growth in the IT and the industrial sectors. India offers high quality IT and IT-enabled Services at low cost, using state-of-the-art technology. Convergence has led to lowering of tariffs, plentiful availability of bandwidth at increasingly lower cost, competition and growth in technology, especially fiber optics and wireless technology. India's Information and Communications Technology (ICT) organizations are counted among the best known and most reputed ICT solutions and services providers worldwide. Scores of global ICT leaders have invested in India, making the country their hub for software development, offshore outsourcing and R&D. India has an investor friendly environment. To encourage the growth of the IT sector in India, the government too has lowered the entry barriers. FDI can be made in most sectors through the automatic route.

India has a proven track record as a world-class software development centre. IT companies in India generate about 75 per cent of their total revenue from offshore development

Benefits of Outsourcing to India

- Skilled and inexpensive IT resources
- A thriving software industry, backed by government initiatives
- Helpful initiatives like rationalization of taxes, IT friendly budgets aimed at promoting investment
- Availability of English speaking workforce
- Concrete steps to upgrade the IT infrastructure of India
- The role played by academic institutes that promotes research and innovation
- A stable democracy based on the parliamentary system of governance.
- An independent Judiciary and a free Press.
- Highly developed banking network and financial services.

Apart from the above, some other advantages India offers is market driven economy, huge forex reserves, no legal tangles, Re/dollar parity, continued economic policies, conducive business climate and good ROIs.

Factors leading to growth in the IT/ITES sector are:

- Low operating costs and tax advantage.

- Favourable government policies.

- Technically qualified personnel easily available in the country.

- Rapid adoption of IT technologies in major sectors as Telecom, Manufacturing and BFSI.

- Strong growth in export demand from new verticals and non-traditional sectors as public sector, media and utilities.

- Use of new and emerging technologies such as cloud computing.

- SEZ as growth drivers; as more of SEZs are now being set up in Tier II cities and about 43 new tier II/III cities are emerging as IT delivery locations.

Employment trends in IT Industry

As per the Economic Survey 2011-12, the IT/ITES industries has added 7.96 lakh jobs in one year, in the period ending September 2011. According to NASSCOM, employee base in the rural areas is expected to increase by over 10 times by 2013-14, compared to 5000 in 2009-10. According to a customer poll conducted by Booz and Co, India is the most preferred destination for engineering off shoring, which are encouraging foreign companies to offshore complete product responsibility to Indian ITES companies.

Hyderabad is fast becoming the IT/ITES hub of India with new players hankering to get a foothold here, and existing players continuing to hire aggressively. Large companies such as Infosys, TCS, Genpact, Deloitte, Facebook, Bank of America, Thomson Reuters, Amazon, Google, Cognizant,

Franklin Templeton among others, are growing their presence in the state. According to Andhra Pradesh Government's estimates, the total IT/ITES sector hiring for 2012-13 could be at about 50,000 professionals.

Internet trends:

More recently, online retailing, cloud computing and e-commerce are leading to rapid growth in the IT industry. Online shopping is fast gaining popularity with the emergence of internet retailing and e-commerce.

According to the Internet and Mobile Association of India (IAMAI) the number of Internet users in the country is more than 121 million, out of which 17 million are online shoppers. Increasing internet penetration and affordability for personal computers has led to this rapid numbers, and these are expected to triple by 2015.

According to IAMAI, online sales of branded apparel almost doubled in volume to 4.99 million pieces during April 2012, as against 2.54 million in the same month a year ago. Also, E-ticketing continued to grow with irctc.com recording 5.56 million bookings in April, 2012, as compared to 2.26 million bookings in April 2011.

Government Initiatives:

In the twelfth Five Year Plan (2012-17), the Department of Information Technology proposes to strengthen and extend the existing core infrastructure projects to provide more horizontal connectivity, build redundancy connectivity, undertake energy audits of State Data Centers (SDCs) etc. The core infrastructure including fibre optic based connectivity will be leveraged and additional 150,000 Common Service Centres (CSCs) will be setup to create the right Governance and service delivery ecosystem at the Panchayats.

Analysis of IT industry:

The world has made immense strides in recent years with economic progress linked to the explosion in Information Technology (IT), accompanied by globalization led shrinking of national boundaries. Physical borders no longer

define markets and organizations have the freedom to source products from the lowest cost locations. The Indian information technology industry has not only been among the fastest growing industries globally, it has played a key role in transforming India from a largely inward looking economy to an emerging knowledge power that is being recognized as one of the most dynamic and entrepreneurial in the world. As Dahlman and Utz (2005) note, 'the success of the IT industry on the whole influenced competitiveness in other sectors as well by building confidence in Indian industry, enhancing the country's brand equity in the world, and offering entrepreneurial opportunities on a global scale'. The success of this industry has had profound effects on the political decisions, economic growth, social outlook and norms, and technological structure of this nation apart from being a prime mover of the Indian economy.

The analysis of the industry landscape of Indian Information Technology industry is done using the tools PESTEL Analysis and SWOT Analysis. For the purpose of analysis, the study shall focus on the Big 5 of Indian Information Technology Industry that includes - TCS, Infosys, Wipro, HCL Technologies Ltd, and Mahindra Satyam.

PEST ANALYSIS:

Political:

1. Political Stability - Indian political system is very stable. India is the world's largest democratic nation, where elections are held democratically every five years. All political parties strongly believe in democracy - Positive

2. Relations with major powers - Indian government maintains good relations with all major powers and power blocs of the world. This leads to Indian firms not getting excluded in the tendering process - Positive

3. Government Policy - IT The Indian government as well as the government owned companies have decided to award more IT Projects to Indian IT companies - positive

4. Possibilities of war - Skirmishes with Pakistan could lead to major terrorist attacks or a full-fledged war - Negative

Economical:

1. Global IT Spending - The recent financial crisis and ensuing recession has led to major firms and banks cut down their IT Spending affecting Industry growth - Negative

2. Domestic IT Spending - Indian domestic market grew by 20 % to reach USD 20 billion in 2008 and is poised to maintain this growth rate owing to most government and governmental agencies going in for digitization - Positive

3. Currency Fluctuation - As most of software services are exported, strengthening of Indian Rupee vs major currencies such as US Dollar, UK Pound leads to a decrease in profits and vice-versa for companies - Negative

4. Real Estate Prices - There has been a sharp decline in real estate prices, resulting in reduction in Rental expenditure - Positive

5. Attrition - Owing to recession, layoffs and job-cuts have resulted in low attrition rate - Positive

6. Labour Cost - Indian Programming costs are among the lowest in the world, giving a cost advantage - Postive.

7. Government Support - Indian government sees software exports as a major foreign exchange earner, hence provides plenty of support - Positive.

Social:

1. Language Spoken - Indian software staff is comfortable in English language and in doing business in English.

2. Education - large number of technical institutes, colleges and universities all over the country provide IT education.

3. Working age - easy availability of young computer literate staff.

Technological:

1. India has among the world's lowest telephone call rates.

2. Telephone subscribers base expected to cross 500 million by end 2009.

3. Enterprise telephone services such as 3G, Wi-max, VPN poised to grow

a. Internet backbone - India is well connected with multiple undersea optical cables - positive

b. New IT Technologies - Positive

SWOT Analysis

Strengths:

1. Leadership in sophisticated solutions that enable clients to optimize the efficiency of their business.

2. Proven 'Global Delivery Model'.

3. Commitment to superior quality and process execution.

4. Strong Brand and Long-standing client relationships.

5. Ability to scale Innovation and leadership.

Weaknesses:

1. Excessive dependence on United States for revenues - 67% of revenues from USA.

2. Too much dependence on BFSI (Banking Financial Services and Insurance) sector.

3. Low R&D spends as compared to global peers.

4. Low expertise in high-end services such as Consultancy and KPO.

Opportunities:

1. Plenty of scope for Indian Software industry to tap Global IT spending of 1.7 trillion USD.

2. Indian domestic market set to grow by 20%.

3. Can expand into newer geographies such as - Latin America, Nordic nations, middle-east market, Japan, and western Europe.

4. Creating near shore offices and development centers in cost advantage countries such as - Latin America and Eastern Europe.

Threats:

1. Global IT slowdown that may continue for some more years, will lead to lower IT spending.

2. Increased competition from foreign companies such as - IBM, HP.

3. Increased competition from low-wage countries such as - China.

4. US government is against outsourcing of IT contracts.

5. Shrinking margins owing to rising wage inflation, currency fluctuations affects revenue and hence margins.

6. Breakup of total Global IT Spending

7. Financial attractiveness of software locations

8. India IT Sector - Market Size

9. Contribution of India IT Industry to GDP

10. Number of employees in IT Sector (Direct Employment)

11. Market share of various Indian IT Firms

12. Sources of Revenue

13. Software Exports Revenue by Global Geography

14. R & D Spending of IT Majors

15. Established IT hubs.

Human Resources challenges for the IT industry

We are now living in knowledge society. We have also welcomed the new millennium with great fanfare and hope. We have to face broad challenges in this new millennium. We have experienced the growth of the manufacturing sector, ford assembly lines to the present emphasis on quality system. This millennium will certainly belong to convergence of IT, organisations have to leverage IT to get advantage in a highly competitive environment. We are having fast moving IT companies in this arena; they have shown their business excellence through optimum utilization of IT. This IT boom has introduced great challenges for this company.

Now the question is how to put in place & processes that should be in time with IT revolution, how to strategize, compete with globalization. Perhaps this is the prime challenges for HR in the IT industry. The IT industry is a service industry. Here we have to provide quality service to individuals and organization. The IT companies have to be creative, innovative knowledgeable. This can be achieved through human capital. This will also determine the success of your organization. We have to manage through HR whose intellectual applications that will drive your business.

Challenges for IT Industry :

1. Recruitment planning

2. Performance management

3. Training and development

4. Compensation management

5. HRM as whole

1. **Recruitment Planning :-** Recruitment planning is most important component in new people management with special reference to IT industry. We have to deal with human assets so it becomes important and have good quality of people in the organization. We have to take the recruitment planning in very serious manner to ensure that we can get best talent in the organisation.

2. **Performance management :-** Now the challenges how to manage the performance of your employees. You have to get right person in a organisation to manage your business. The challenge should be to create a performance culture where you can provide opportunities for enhance performance, where optimum performance becomes a way life.

3. **Training and development: -** This is another challenging area in IT industry. We have to chalk out a suitable strategy for training & development so that employees are well equipped to handle the challenges in advance.

4. **Compensation management: -** The IT industry is one of the high paying industry. This is very competitive industry, we have to attract best talent, offer best possible compensation package to the employees. Now IT companies are having ESOP with the compensation package. But the really challenge should be how we are able to incorporate all the subsystems in HR. Ultimately this would help the organisation for achieving exceptional performance. People have to be groomed to get in with the performance culture. We have to create an environment that stimulates the creation of knowledge, its sustenance will be the challenge for IT companies in the future. HR department cannot function with traditional systems. Now the role will shift to HR facilitator, to facilitate change process. HR facilitator will have to involve the whole organisation in this process and act as a guide, coach, counselor and facilitator. Any organisation in the IT industry will have to face these challenges like Infosys, Satyam, Pentafour, DSQ Software, Micro soft India, Intel India. These IT companies are leaders in their own stride. They have excellent recruitment policies, huge data bank, placement agencies. They are also having rigorous tests to ensure that they can get high profile talent that will fit in their culture. They have best performance system that evaluates the organisation as whole. They have been able to tackle the quantum of performance with fairly efficient manner. The prime tasks for these IT companies are to build corporate culture. They are diverting all the efforts to build performance driven culture. The major issue for these companies is to get right man for right job. We have to find person with the required skills, experiences, mind sets, and also he must be suitable for these organisations.

5. **Attrition and Retention :- IT companies** are having high degree of attrition. The challenges for these companies is to keep this attrition rate as low as possible. Various companies adopt different techniques to retain their employees like high pay packets, ESOP, other benefits. So we have to keep this attrition rate as low as possible to retain super achievers.

Concluding remarks:

Despite its rapid growth, the IT industry in India has attracted its fair share of criticism. This is primarily levelled against the industry's excessive political influence - as articulated through its association, NASSCOM - which, it is claimed, far exceeds its economic contribution to the country. This has allowed the industry to secure the support and resources of the Indian state ahead of other sectors of the national economy where the developmental returns would be greater.

1.3 ORAGANISATION PROFILE:

PAYODA TECHNOLOGIES COIMBATORE

Payoda is a global IT solutions and service provider catering to the BFSI, Healthcare, e-Learning and e-Governance verticals. Our service offerings encapsulate Microsoft and Open Source Application Development, Next Generation Mobile Development, Web Design, Search Engine Marketing services, Independent Testing, Application Management Services and Infrastructure Management Services. With innovation as our core philosophy we also have an highly acclaimed inhouse product suite for the Networking and Fashion verticals, deployed at various Fortune 100 clients. We partner with clients for a long term value-based relationship and strive hard for their success. A member of NASSCOM, Payoda follows industry best practices to bring the best services to its clients. Focussing on quality and standards, we have adopted a CMMi L3 process at an early stage of our organization.As a testimonial to our values, Payoda grew 300% during the recession and is set to become one of the fastest growing IT services companies in the world. With a unique recruiting and training process, we

are focused on presenting well rounded experts who can add total value to our growing clientele.

Vision & Philosophy

- To be a holistic business partner to the society by providing innovative products and services with dedication and enthusiasm for the greater cause.
- To achieve leadership in the areas of quality, customer satisfaction and business simultaneously being a holistic business partner with the society.

Core Values

- **Commitment and Dedication** on every project for faster go to market for customers
- **Innovation** in everything for making us and our clients pioneers in what we do and how we do.
- **Trust and Honesty** in all relationships for long term partnerships.

Mission

Our mission is based on 4 pillars People, Process, Technology & Business.

People

- Building a team of well-rounded professionals with strong ethics and commitment.
- Setting up a balanced work place which is highly driven, creative, passionate and satisfying
- Recognize, nurture and map talents across the organization

Process

- To achieve standards and certifications (CMMi L3)
- ITIL enabled service delivery model
- Agile SCRUM process excellence

Technology

- To develop centre of excellence (COE) on cutting edge internet & mobile technologies.
- Design and develop ingenious products & effective services to gratify customers.
- Offering highly evolved user experience standards across solutions.

Business

- To develop ODCs & EDCs to become the implementation partner by choice for our clientele.
- Proactive partnership aiming for customer business success.
- Diversify into high growth areas that align with our vision and philosophy.

Infrastructure

Area	20,000 Sq. ft., scalable to 40,000 Sq. ft
Power supply	100% stabilized power backup 100% redundant UPS for key operations
Internet/WAN connectivity	24 MBPS leased line and 4 MBPS standby line. Global secure VPN connectivity
Communication facilities	Local PRI lines International VOIP Lines Multiparty tele conference system

Industries catering:

- BFSI
- Healthcare
- E-Learning
- Retail
- E-Governance
- Open Source Application Development

- Microsoft Platform Development
- Web Design and Search Engine Marketing Services
- Mobile Application Development
- Testing Services.

Partnerships

- Java
- Sun Microsystems
- IBM
- SAP
- Share point
- Windows mobile
- Agile
- Oracle
- Microsoft Dot net
- Hp

Clients:

- Hedge Mark
- Acer
- Volvo
- Echo
- Bank of America
- Medco
- Axis
- Cleveland clinic

Learning and Development Training at Payoda Technologies

- Learning and Development initiatives are carried out in the company through the Academy of Excellence

- The Academy of Excellence @Payoda aims at providing a holistic learning platform where employees explore professional depths and also learn for their overall-wellness
- The Academy rolls out programs which are of role-relevance and business-relevance in current or future sense. The programs are designed under four major categories – Technical, Soft Skills, Domain / Functional and Quality.

Training Policies and Regulations

1.Training Calendar
2. Training Requests
3. Induction and Orientation(Laterals)
4. Training for Fresher's
5. Training Design
6. Training Measures
7. Training Measure Waivers
8. Linkage to Performance Management System

1. Training Calendar

- The Academy designs a training calendar for the year ahead which would be released during the month of June every year (following the annual appraisal)
- The Academy by partnering with the Project Owners / Unit heads works on the training calendar for the year based on the Business Priorities, Client Requirements, Competency Framework, Performance Feedback, Skill Matrix of Employees, Current trends in the market and Organization level initiatives
- The programs defined in the calendar would cover a minimum of 56 working hours of training per year per employee and would come within the limits of training budget allocated for the year

- The calendar would showcase mandatory and optional training programs for the year as per the band structure ,where clearing through an optional program would be a value add in the employee's training record

2. Training Requests

- Training requirements other than those showcased in the training calendar might arise in the course of the project progression. Such specific training requirements pertaining to business priorities can be put forward by the employees to the Academy
- Any such requirement should be raised as a ticket in the Payoda Intranet Help Desk only by the respective Project Owners / Unit Heads
- The training requests upon validation would be taken to task as per the Academy's process
- Requests could also be rejected based on the grounds of feasibility pertaining to budget, time frame, trainee group, history of relevant trainings or business criticality
- Any request found not feasible by the Academy could however be taken to task by the team internally for which the Academy shall provide operational support any time

3. Induction and Orientation (Laterals)

- Apart from the programs in the training calendar and specific training requests taken up, the Academy also organizes Induction and Orientation program for the new joiners (laterals) periodically
- This is done once in a quarter where all the new joiners for the quarter are grouped together for the program
- The duration of the program would last between 0.5-3 days (based on the strength of the new joiners for the year)

4. Training for Fresher's

- The fresher's joining with the company through the campus recruitments and other modes would be taken together as one group (generally in the

month of June/July) and would be enabled to start their career with Payoda through a training period of 3 months
- The 3 months training would begin with the Induction and Orientation followed by the On the Job training
- Unlike the laterals, the induction training for the fresher's would last for a month or two (based on the strength of the fresher's) and would concentrate on making the fresher's professionally and technically fit to be inducted to live projects
- The fresher's would be allocated to projects based on their performance in the Induction training and they would continue their training period on the job under the respective projects
- Any fresher who happens to join anytime during the middle of the year would have his/her induction and orientation training along with the laterals for the quarter apart from a 3 months-On the Job training
- All fresher's would be evaluated at the end of the 3 months training period, clearing through which they would become employees under probation. (The probation period would continue for 3 months after which they would become permanent employees)
- The evaluation would be done by the respective Project Owners / reporting heads, failing in which the training period would be extended by a month.(Extending the training period further lies with the discretion of the respective PO and the HR. At any case the training period cannot be extended for more than 3 months.)
- An evaluation would be taken again at the end of the extension period in order to make the trainee an employee under probation
- Failing in the second evaluation as well might lead to change of project, change of stream or even termination of employment, which would be dealt on a case to case basis by the Academy

5. Training Design

- All programs in the training Calendar and the specific training requests taken up by the Academy would have a training design framed on
  o Who would do the training – Trainer

  o What would be trained – Content
  o Who would be trained – Trainees
  o How would the training be done – Mode
  o Where would the training be done – Location
- The Components of the training design would be framed by the Academy upon discussion with the client for the training program. (Each program would have a client defined who would be an external / internal person – but would be the ultimate decision authority on the expectations from the training. The client would set the expectation on the outcome required from the training)
- The Training Design ultimately lies with the discretion of the Academy

6. Training Measures

- All training programs would have measures in terms of training attendance, evaluation, effectiveness and transfer of training
- The training attendance would be recorded during each session
- The Evaluation mode and criteria for completion of the course would be set by the Academy upon discussion with the client for the course
- Effectiveness of training and Transfer of Training to work would be measured through feedback called for by the Academy or through any other specific activity at defined time periods, the decision of which lies with the discretion of the Academy
- Compliance to all the training measures is required to enable the credit for the course

7. Training Measure Waivers

- Absence to any training session has to be reported to the respective PO/Unit Head who in turn would give the consolidated absentees report called for by the Academy
- The consolidated report from the PO would have the reason for absence and the recommendation for an exception

- Such recommendations would be given only in cases of genuine reasons for absence
- The discretion on deciding the uprightness of the reason for absence lies with the PO/ Unit head and the Academy
- Upon cases of approval based on the recommendations, the Academy shall plan for alternative sessions (in case of large no of absentees) or alternative modes of training (such as self-learning, assignments etc) the decision of which lies with the discretion of the Academy
- Absence to any evaluation activity would also be dealt similar to absence for the training sessions
- In case of failure in an evaluation activity, the employee would be given a chance to clear the course only in the next training calendar. However in certain special cases, a second chance could be given where the trainees would be required to carry out one of the following recouping activities
  - Reappear for the course (along with some other batch)
  - Take up a higher level evaluation within grace period extension
- Take up assignments or special tasks that would substantiate for the poor evaluation scores.
- The decision of allowing for a recouping activity, the no of times to provide a recouping activity and the choice of recouping activity to be chosen lies with the discretion of the Academy and the Client for the particular course and would be done on a case to case basis
- Evaluation would be done once again at the completion of the recouping activity and any failure in the final attempt of recouping activity allowed would enable the person to clear the course only in the next training calendar
- Absentees and failures in an evaluation activity could be clubbed together for the recouping activity, the discretion of which lies with the Academy
- All evaluation results (including the attempt cleared) would be recorded and documented in the employee's training report

8. Linkage to Performance Management System

- All the training measures pertaining to each of the training program attended by the employee are consolidated together into the employee's training report for the year.
- The Academy would maintain such a training record for all employees of the organization.
- Each employee's training report for the year would be sent to their respective reporting heads before the annual appraisal.
- The report would contain a credit point for each of the training measure accomplished by the employee.
- Employees who clear optional courses in the calendar and courses mandated by specific requests from the projects would have added credits to their training report and hence would gain a value add.
- Extra credit points in case of exceptional performance in the course could also be given to employees, the discretion of which lies with the Academy and the client for the course.
- Apart from all the formal training programs conducted, the Academy also encourages informal learning activities (such as newsletters, blogs, paper presentations etc) and community based self-learning in order to encourage an active learning culture across the organization
- All the formal and informal learning activities of the Academy are integrated to the Learning Management System of Payoda in moodle.
- The Academy also inculcates a culture of openness, where employees can feel free to share their suggestions, views and interests at any point of time by writing to academy@payoda.com

1.4. Statement of problem:

The success of any training lies in its effective transfer .Employee intentions keep changing with the changing training culture. All organizations spend a huge amount in training the employees and as a ROI they expect the employees to apply the learning's from training on the job. At Payoda the training is at its initial development stage and most of the training conducted is technical

where transfer is definitely essential. The organization is intending to increase the effectiveness of training in order to implement a effective training transfer culture prior to which the employees intention to transfer is to be known. Therefore this study is conducted to analyze the employee intentions towards learning and transfer.

1.5. Scope of Study:

The purpose of the study is to analyze the employees intentions on learning and transfer of training identify if there is any relationship between the intentions on training organizational factors and the intentions on transfer of training. The four Independent factors used in this study are Identifying needs and priorities, creating a learning environment, Trainer viewed as leader and effect of learning on performance, while transfer of training serves as the dependent variable. This will analyze the employee intention towards transfer of training and create a work environment where effective transfer occurs.

CHAPTER 2

REVIEW OF LITERATURE

Training

Measuring the impact of training on workplace performance and its contribution to organizational results is a matter of great concern for management in all types of organizations. As a result of growing economic pressures, business leaders are becoming more cost conscious and they are more sensitive about the return on training investment. In the current economic downturn, such pressures have further increased. Human resource managers and training professionals have to justify training expenses by providing some evidence about the positive impact of training dollars upon business results. Consequently, the issue of measuring training effectiveness has gained lot of importance over the last few years.

Wexley and Baldwin (1986) the traditional training and development for its lack of accountability. The lack of accountability and rigorous evaluation may be attributable in part to an unfounded belief that "training and development is good for the employees and the organization; so let there be training budget and training programmes". This target-based (e.g., a specific number of employees to be trained during a given year) or budget-driven (influenced by the availability of time, energy, and resources) training and development efforts will ultimately lead to the result that "training is only a paid perquisite or free time for the employees devoid of daily stressors and distractions of the workplace on the one hand, and a wasteful expenditure for the management on the other".

The observes that prior to participating in any training and development experience, participants implicitly ask themselves a variety of questions: Mumford (1988) *Do I believe this training and development will help me or my subordinates? Are there risks for me if I perform poorly? How does this experience relate to my job performance?* Not surprisingly, the yield from training and development initiatives will be maximized when employees perceive that desirable outcomes (or avoidance of undesirable outcomes) are attained as a result of their full commitment to a training and development program.

According to Srivastava. *et al*. (2001) evaluated the effectiveness of various training program offered by the in-house training centre of Tata Steel, Shavak Nanavati Training Institute (SNTI), India. Effectiveness of training was measured in terms of various outcomes such as satisfaction level; reaction and feedback of participants; and change in performance and behavior as perceived by participants, their immediate supervisors, and departmental heads. The sample consisted of sixty departmental heads, fourteen hundred participants and thirteen hundred immediate supervisors from various departments. The data were collected through structured interview schedule. It was found that the satisfaction levels of participants, their superiors, and divisional heads were above average for all types of program. The participants were benefited from the program, but transfer of learning was not as expected from their supervisors. There were changes in the post-training performance ranging from 10 to 37 per cent. Training program could meet the objectives only to a limited extent.

Ogunu (2002)**,** examined the management training and development program of Guinness Nigeria PLC, Benin City with a view to ascertaining its relevance, adequacy, and effectiveness. A convenience sampling design was adopted, whereby the researcher used all the 50 management staff of the company's Benin Brewery as subjects for the study. Data were collected by administering a questionnaire titled 'Management training and development questionnaire' (MTDQ) developed by the researcher. Hypotheses testing in the study revealed that facilities for staff training were adequate for effective training of management staff, training program for management staff were relevant to the jobs they performed, and the training programs undergone by staff did indeed improve their performance and effectiveness at works.

Training effectiveness

According Mathis and Jackson (2009), training program should be evaluated to determine the Outcomes through reaction of trainee's, learning, behaviour and output or productivity in Organization. Training is an important function of human resource management (Mondy & Neo, 2006).

To maximize effectiveness, program developers should carefully prepare training goals, training format, and training techniques **(**Petri et. al, 2008). Many organizations now use training strategies to keep their best talent, as due to changing employee opinions and perspectives over the last few decades, workers now prefer "learning organizations". In the new organizational setup, leaders, managers and supervisors will have to help people expand and increase their own individual capabilities with the belief that an individual who is constantly growing and developing is an asset for the company and the society as a whole, from improved skill levels and innovation on the job.

Epictetus (2002) point out that an individual may be the most highly qualified and talented person for the job, but may not necessarily have the people skills to perform the required tasks. Cognitive styles of individuals play a very important role in how they deal with any situation. Understanding human behaviour patterns and effects on the organization are also important.

Training helps to improve and constantly update these skill levels, increase strength and reduce weaknesses of employees in organization (KJ *et. al.*, 2009) Management and training consultant plays the important to determining the effectiveness and value of training. Most companies prefer continuous and gradual improvements, as these are easier to manage. However, radical changes need not cause disruption in an organization, as training can help the organization constantly infuse ideas and innovations to keep pace with industry changes.

Employee intentions on training

For individuals, potential short-term benefits of successful training and development activities include being able to perform current tasks well, acquiring new knowledge and skills to use on the job immediately, increasing motivation and stimulation, commanding a higher salary, and enjoying other incentives such as greater promotion opportunities (Buckley and Caple, 1990; Sibthorpe, 1994; Cascio, 1994). Training program helps the employee to prepare him for the job. The success of training program depends on the perception of employee. If he finds the training program interesting which will help him to perform his task

effectively then he will try to get maximum knowledge from that program. Whatever knowledge and skills he acquires he will try to use it on his job. So these will help the employee in getting promotions and other short term benefits.

Training and development can also equip individuals with the knowledge, skills, and attitudes they need to think strategically and implement long-term organizational strategy (Rothwell and Kazanas, 1994). If the employee has got the dedication towards his organization then the training program given to him might work towards the organizational long term strategy. He will try to implement his ideas and skills for the growth of the organization or else training program will go into vain. It all depends on the perception of the employee how he uses the training program, whether he uses it for his individual growth, organizational growth or this might be the wastage of time.

Many training practitioners view another major long-term benefit to organizations of effective training and development systems as being a vehicle for managing the rapid change that all organizations are facing (Casio, 1994; Buckley and Caple, 1990; Fricker, 1994).

Some of the major changes organizations are facing now and into the future: skill obsolescence, technologically sophisticated systems, shift from manufacturing to service based economy, increased influence from international markets (Goldstein and Gilliam, 1994). In this world as the business competition is increasing everyone wants to be ahead of others. In order to do so today each organization is making continuously change to become competitive. Organizations are making technological advancement, going through functional changes etc. so the training program can be the major element in dealing with these types of different changes.

Transfer of training

A learner's characteristics influence training outcomes; that is, one of the more enduring conceptualizations in the psychology literature is that an

individual's ability and motivation affect performance (Sackett, Gruys, & Ellingson, 1998). Thus, the primary learner characteristics influencing training transfer examined here include the trainee's intellectual ability, self-efficacy regarding the training task, motivation level, as well as job/career variables and personality traits that largely affect trainee motivation.

Training transfer generally refers to the use of trained knowledge and skill back on the job. For transfer to occur "learned behavior must be generalized to the job context and maintained over a period of time on the job" (Baldwin & Ford, 1988, p. 63).

Motivation to transfer is the learner's intended efforts to utilize skills and knowledge learned in training setting to a real world work situation (Noe, 1986). In their empirical study, Axtell, Maitlis, and Yearta (1997) found motivation to transfer was a significant predictor of positive transfer at one year. However, the majority of studies has continued to examine motivation to transfer as an outcome variable influenced by participant motivation to learn (Kontoghiorghes, 2002), self-efficacy (Machin & Fogarty, 2004), utility reactions (Ruona, Leimbach, Holton, & Bates, 2002), or transfer climate factors (Seyler, Holton, Bates, Burnett, & Carvalho, 1998).

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Type of research

It is a descriptive study which describes data and the characteristics about the population being studied. Here it is used to study the employee intentions on learning and transfer of training towards the L&D training programmes and also the relationship between the critical organisational factors such as, identifying training needs and priorities, learning environment ,trainers viewed as leaders and effect of learning on performance on the trainee's intention towards application of learning's on job.

3.2. Objective of the Study

- To analyze the employee intentions on learning and transfer of L&D training programmes at Payoda Technologies.
- To study the relationship between the employee intentions on the training organizational factors and intention on transfer of training to work.
- To identify if the employees intention on the training organizational factors has any impact or influence the intention on training transfer.

3.3. Data and source of data:

Primary data:

The primary data is to be collected from the respondents by administering a structured questionnaire. It collects information on various dimensions like Identifying training needs and priorities, Learning environment, Trainers viewed as leaders and effect of learning on performance.

Instrument:

For the data collection a structured close-ended questionnaire was used, and it was a direct survey. The Questionnaire was designed with reference to the research paper (theophilus tebetso tshukudu- 2009) and LTSI Instrument and as in consultation with the experts of the organisation in such a manner that it would facilitate the achievement of objective of the study and also enable the respondents to reveal maximum information. The questionnaire consists of 22 questions on a five point rating scale.

Reliability of the instrument:

Reliability for independent Variable:

TABLE 3.3.1

S.No	Dimensions	Reliability
1.	Identify training needs and priorities	.779
2.	Creating learning environment	.821
3.	Trainers viewed as leaders	.858
4.	Effect of learning on performance	.825

Reliability for dependent Variable:

TABLE 3.3.2

S.No	Dimensions	Reliability
1.	Transfer of training	.882

3.4. TIME PERIOD COVERED:

The time period to be covered for the study was 3 months ranging from Jan 26th 2013 till April 30th 2013 .Time period covered for the data collection was 4 weeks.

3.5. POPULATION AND SAMPLE SIZE:

A sample is a part of the whole universe taken for study, where it represents the entire universe. The population of the study is 270 employees who have undergone Training programme at Payoda Technologies.

SAMPLE SIZE:

Out of the entire population of Payoda 139 employees who underwent the L& D Training Programmes organized by the company internally. The sample size was chosen based on their easy access and also the availability of the employees and the type of training. Since many of the employees were not available during the period of data collection as they were involved in overseas projects a sample of 139 was collected from the population of 270.

3.6. SAMPLING TECHNIQUE:

A population does not necessarily consist of people. A population is too big to include in a study and therefore, a representative sample from the population is selected. A range of sampling can be used to select a representative sub-set of the population. The sampling method used here is Non probability sampling applying the convenient sampling technique.

The convenient sampling technique was used as it is fast, inexpensive and easy as the respondents are readily available, since it is difficult to get responses from the entire population because of their availability and type of training, a sample of 139 employees who underwent the L& D Training Programmes organized by the company internally was chosen using this technique.

3.7. STATISTICAL TOOL USED:

- **Percentage Analysis:** To identify the distribution of the employee's intentions on training programme and its application on job with respect to all the organizational factors.

- **Correlation**: To find whether there is any linear relationship between the employee intentions on organizational factors and the intentions on transfer of training.
- **Regression:** To identify if the intentions on the critical organizational factors of training has any impact on the intentions of application on training.
- **One way Annova:** To test the association between the demographic variables and employee intentions on the training organizational factors.

3.8. LIMITATIONS OF THE STUDY:

- Since the trainees were busy with the training programme more time could not be spent on collecting data.
- In depth analysis could not be conducted in certain area since certain important factors did not meet the current training at Payoda Technologies.
- Since the training at Payoda Technologies is at its initial stage, a higher level of research was not possible.

CHAPTER 5

ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

AGE OF THE RESPONDENTS

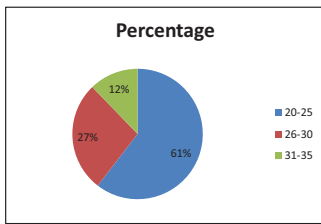The percentage of the age of the respondents is depicted below in the table 4.1.1

Table 4.1.1- Age of the respondents

S.No	Particulars	Frequency	Percentage
1.	20-25	84	60.4
2.	26-30	38	27.3
3.	31-35	17	12.2
	Total	139	100.00

Inference:

The majority of the respondents are between the age category 20-25 (60.4%) followed by the age category 26-30 (27.3%) and the remaining respondents fall under the age category 30-35 (12.2%).

Figure 4.1.1 - Age of the respondents

BAND (DESIGNATION) OF THE RESPONDENTS

The percentage of the Band of the respondents is depicted below in table 4.1.2

Table 4.1.2- Band (designation) of the respondents

S.No	Particulars	Frequency	Percentage
1.	Software engineer	80	57.6
2.	Test Engineer	21	15.1
3.	Project Specialist	17	12.2
4.	Interaction Designer	3	2.2
5.	User Interface Designer	4	2.9
6.	Financial Analyst	4	2.9
7.	Client Partner	2	1.4
8.	CAMS	8	5.8
	Total	139	100.0

Inference:

The majority of the respondents are Software engineers (57.6%), followed by test engineers (15.1%) followed by Project Specialist (12.2%), the remaining respondents were or the same count with no major difference together contributing (15.2%).

Figure 4.1.2 -Band (designation) of the respondents

DISCUSSION OF TRAINING NEEDS AND PRIORITIES IMPROVES PERFORAMNCE

The percentage of the employee's intention to identify the training needs priorities which will improve performance is depicted in table 4.1.3.
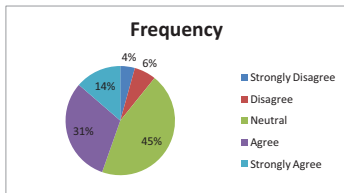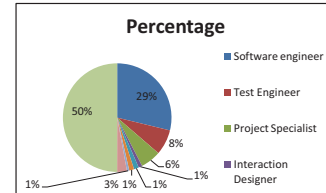
Table 4.1.3- Discussion of training needs and priorities improves performance

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	10	7.02
2.	Disagree	17	12.2
3.	Neutral	53	38.1
4.	Agree	45	32.4
5.	Strongly Agree	14	10.1
	Total	139	100.0

Inference:

Majority of the trainees feel that the discussion between the trainer and trainee regarding the training needs and priorities is neutral (38%) and many of the trainees also agree that there is mutual discussion of the training needs and priorities(32%),Few of the respondents feel that there is no mutual discussion(12.2%).

Figure 4.1.3 -Discussion of training needs and priorities improves performance

TRAINING NEEDS AND PRIORITIES ARE RELATED TO OVERALL GOALS

The percentage of the respondents intention to identify training needs and priorities that are related to overall goals is depicted is the table 4.1.4.

Table 4.1.4- Training needs and priorities are related to overall goals

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	3	2.2
2.	Disagree	4	2.9
3.	Neutral	60	43.2
4.	Agree	47	33.8
5.	Strongly Agree	25	18.0
	Total	139	100.0

Inference:

Majority of the employee's feel that the training needs and priorities are related to the overall organizational goals is neutral (43.2%), some employee's also agree the same (33.8%), few of the respondents strongly agree the same (18%).

Figure 4.1.4.-Training needs and priorities are related to overall goals
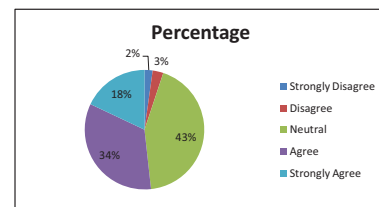
TRAINING NEEDS ARE A PRODUCT OF PERFORMANCE APPRAISAL

The Percentage of the employee's who feel that the training needs being viewed as a product of performance of appraisal is depicted in the table 4.1.5.
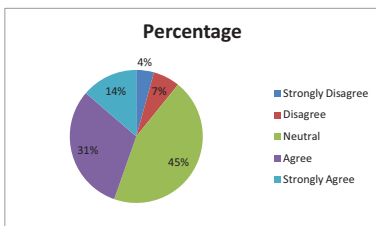
Table 4.1.5- Training needs are a product of performance appraisal

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	6	4.3
2.	Disagree	9	6.5
3.	Neutral	62	44.6
4.	Agree	43	30.9
5.	Strongly Agree	19	13.7
	Total	139	100.0

Inference:

Majority of the trainees have neutral opinion that the training needs and priorities are a product of performance appraisal (44.6%) and many of the respondents also agree the same (30.9%), few of the respondents strongly agree the same (13.7%).

Figure 4.1.5-Training needs are a product of performance appraisal

TRAINEES OPINIONS ON ISSUES RELATING TO T&D IS VALUED BY THE TRAINER AND REST OF THE TRAINING DEPARTMENT VALUES

The Percentage of respondent's opinions on issues in T&D is valued by the trainer and rest of the training department is the depicted in the table 4.1.6.

Table 4.1.6.- Issues relating to T&D is valued by the trainer and rest of the training department values

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	6	4.3
2.	Disagree	9	6.5
3.	Neutral	62	44.6
4.	Agree	43	30.9
5.	Strongly Agree	19	13.7
	Total	139	100.0

Inference:

Majority of the trainees have neutral opinion that the training issues of the respondents are valued by the trainer and rest of the training department, many of them agree the that their issues are valued (30.9%),   and few of the respondents strongly agree the same (13.7%).

Figure 4.1.6-Issues relating to T&D are valued by the trainer and rest of the training department values

ORGANIZATION ENCOURAGES THE EMPLOYEES TO LEARN AND DEVELOP

The Percentage of the employee's opinion that the organization encourages learning and development is depicted below in the table 4.1.7.
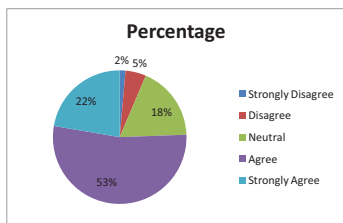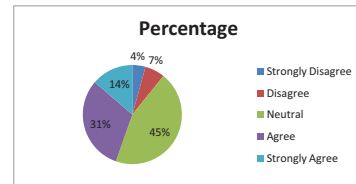
Table 4.1.7 - Organization encourages the employees to learn and develop

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	2	1.4
2.	Disagree	7	5.0
3.	Neutral	25	18.0
4.	Agree	74	53.2
5.	Strongly Agree	31	22.3
	Total	139	100.0

Inference:

Majority of the trainees have agree that the organization respondents to learn and develop themselves (53.2%) and many of the trainees strongly agree the same (22.3%) few of the respondents have neutral opinion on the same (13.7%).

Figure 4.1.7 - Organization encourages the employees to learn and develop

OPPORTUNITIES EXISTS FOR TRAINEES TO SHARE ORGANIZATIONAL RELATED INFORMATION

The Percentage of the employee's opinion that opportunities exists for trainees to share organizational related information is depicted in the table 4.1.8.

Table 4.1.8- Opportunities exists for trainees to share organizational related information

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	6	4.3
2.	Disagree	13	19.4
3.	Neutral	42	30.2
4.	Agree	51	36.7
5.	Strongly Agree	27	19.4
	Total	139	100.0

Inference:

Majority of the respondents agree that opportunities exists for trainees to share organizational related information (36.7%), many of them have neutral opinion regarding the same (30.2%) and few of the respondents disagree on the same (13.7%).

TABLE 4.1.8- Opportunities exists for trainees to share organizational related information
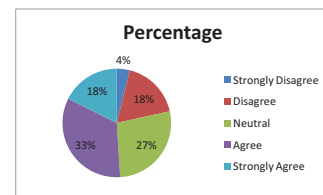
ORGANIZATION FACILATES LEARNING

The percentage of the respondents opinion that the organization facilities training is depicted below in the table 4.1.9
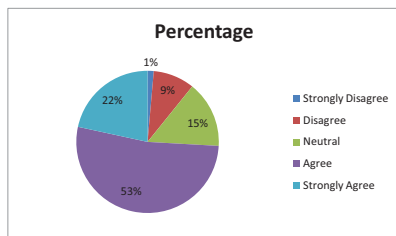
Table 4.1.9- Organization facilities learning

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	2	1.4
2.	Disagree	13	9.4
3.	Neutral	21	15.1
4.	Agree	73	52.5
5.	Strongly Agree	30	21.6
	Total	139	100.0

Inference:

Majority of the respondents agree that opportunities exists for trainees to share organizational related information (36.7%), many of the trainees have neutral opinion regarding the same (30.2%) and few of the respondents disagree on the same (13.7%).

Figure 4.1.9- Organization facilities learning

LEARNING IN TEAM IS ENCOURAGED AMONG TRAINEES

The percentage of the respondent's opinion that they are encourage to learn in teams is depicted in table 4.1.10.

Table 4.1.10- Learning in team is encouraged among trainees

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	5	3.6
2.	Disagree	10	7.2
3.	Neutral	38	27.3
4.	Agree	60	43.2
5.	Strongly Agree	26	18.7
	Total	139	100.0

Inference:

Majority of the respondents agree that learning in teams is facilated among them(43.2), many of the trainees have neutral opinion regarding the same (27.3%) and few of the respondents disagree on the same (18.7%).

Figure 4.1.10- Learning in team is encouraged among trainees

TRAINERS BEING VIEWED AS LEADERS

The Percentage of the respondents opinion that the trainers are developed into leaders is depicted below in table 4.1.11.
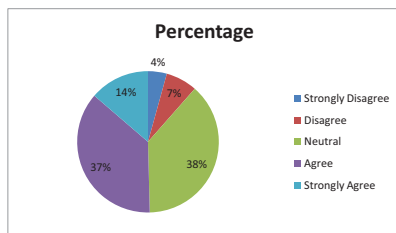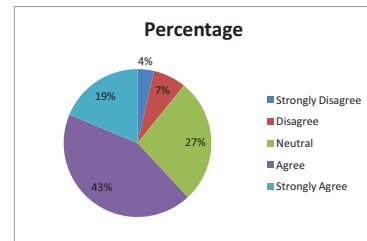
Table 4.1.11 - Trainers are developed into leaders

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	6	4.3
2.	Disagree	10	7.2
3.	Neutral	58	38.1
4.	Agree	51	36.7
5.	Strongly Agree	19	13.7
	Total	139	100.0

Inference:

Majority of the respondents have neutral opinion that the trainers who are also their team lead are developed into leaders (38.1%) many of them also agree the same (36.7%), few of the respondents strongly agree the same (13.7%).

Figure 4.1.11- trainers are developed into leaders

TRAINERS HELP TRAINEES TO REACH THEIR FULL POTENTAIL

The percentage of the respondent's opinion that they are being able to reach their full potential with the help of trainer is depicted below in table 4.1.12.

Table 4.1.12 - Trainers help trainees to reach their full potential

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	6	4.3
2.	Disagree	10	7.2
3.	Neutral	56	40.3
4.	Agree	49	35.3
5.	Strongly Agree	18	12.9
	Total	139	100.0

Inference:

Majority of the respondents have neutral opinion that the trainers help them to reach their full potential (40.3%), many of them also agree the same (35.3%), few of the respondents strongly agree the same (12.9%).

Figure 4.1.12 - Trainers help trainees to reach their full potential
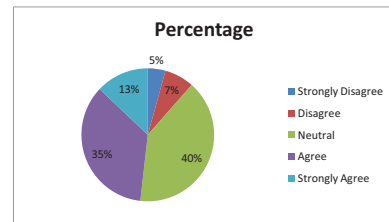
TRAINER PERCIEVED TO A LEADER

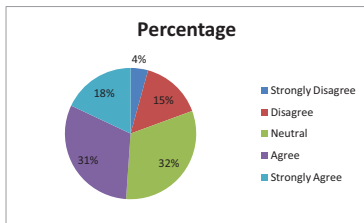The Percentage of the respondent's opinion that the trainers are viewed as leaders is depicted in table 4.1.13.

Table 4.1.13 - Trainer perceived to a leader

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	6	4.3
2.	Disagree	21	15.1
3.	Neutral	44	31.7
4.	Agree	43	30.9
5.	Strongly Agree	25	18.0
	Total	139	100.0

Inference:

Majority of the respondents have neutral opinion that the trainers help them to reach their full potential (40.3%), many of them also agree the same (35.3%), few of the respondents strongly agree the same (12.9%).

Figure 4.1.13 - Trainer perceived to a leader

TRAINER SERVES AS ROLE MODEL

The Percentage of the respondents opinion that trainers serve as their role model is depicted in the table 4.1.14.

Table 4.1.14 - Trainer serves as role model

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	5	3.6
2.	Disagree	17	12.2
3.	Neutral	52	37.4
4.	Agree	44	31.7
5.	Strongly Agree	21	15.1
	Total	139	100.0

Inference:

Majority of the trainees have neutral opinion that their trainer's are viewed as role models (37.4%), many of the trainees also agree the same (31.7%), few of the respondents strongly agree the same (15.1%).

Figure 4.1.14 - Trainer serves as role model

PERFORMANCE GOALS ARE SET IN LINE WITH ITS VISION AND MISSION AND BROAD TRAINING OBJECTIVES

The Percentage of opinion that organizational performance goals are set in line with its vision and mission and broad training objectives is shown in table 4.1.15
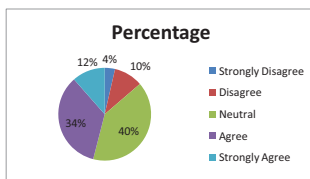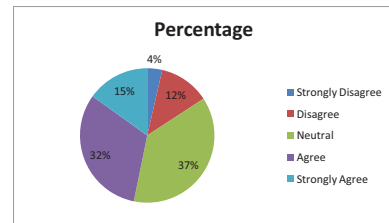
Table 4.1.15 - Performance goals are set in line with its vision and mission and broad training objectives

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	5	3.6
2.	Disagree	14	10.1
3.	Neutral	56	40.3
4.	Agree	48	34.5
5.	Strongly Agree	16	11.5
	Total	139	100.0

Inference:

Majority of the respondents have neutral opinion that the organizational performance goals are set in line with its vision and mission and broad training objectives (40.3%), many them also agree the same (34.5%), few of the respondents strongly agree the same (11.5%).

Figure 4.1.15 - Performance goals are set in line with its vision and mission and broad training objectives

PERFORMANCE MANAGEMENT A COLLABORATIVE EFFORT BETWEEN THE TRAINEES AND THE TRAINER

The percentage of opinion that the performance management is a collaborative effort between the trainees and the trainer is shown below in table 4.1.16

Table 4.1.16 - Performance management a collaborative effort between the trainees and the trainer

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	5	3.6
2.	Disagree	14	10.1
3.	Neutral	49	35.3
4.	Agree	57	41.0
5.	Strongly Agree	14	10.1
	Total	139	100.0

Inference:

Majority of the respondents agree that the performance management a collaborative effort between the trainees and the trainer(41%) many of them have neutral opinion regarding the same (35.3%) and few of the respondents disagree and agree on the same (10.1%).

Figure 4.1.16 - Performance management a collaborative effort between the trainees and the trainer
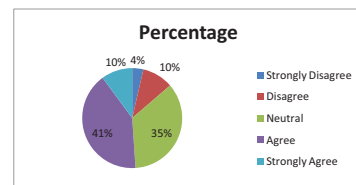
TRAINER PROVIDES TRAINEES WITH MID-YEAR REVIEW PROGRESS REPORTS AND A FINAL EVALUATION FEEDBACK

The percentage of opinion that the trainer provides trainees with mid-year review progress reports and a final evaluation feedback is depicted in table 4.1.17.
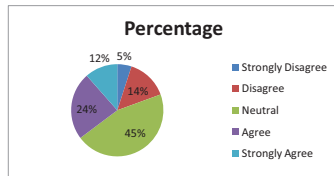
Table 4.1.17 - Trainer provides trainees with mid-year review progress reports and a final evaluation feedback

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	7	5.0
2.	Disagree	23	14.4
3.	Neutral	63	45.3
4.	Agree	33	23.7
5.	Strongly Agree	16	11.5
	Total	139	100.0

Inference:

Majority of the respondents have neutral opinion that trainer provides trainees with mid-year review progress reports and a final evaluation feedback (45.3%), many of them also agree the same (23.7%), few of the respondents disagree the same (14.4%).

Figure 4.1.17 - Trainer provides trainees with mid-year review progress reports and a final evaluation feedback

TRAINER BEING REVIWER HELPS TO PERFORM CURRENT JOB BETTER

The percentage of the trainee's perception that the trainer being reviewer helps to perform current job better is depicted in table 4.1.18.

Table 4.1.18 - Trainer being reviewer helps to perform current job better

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	3	2.2
2.	Disagree	17	12.2
3.	Neutral	47	33.8
4.	Agree	55	39.6
5.	Strongly Agree	17	12.2
	Total	139	100.0

Inference:

Majority of the respondents agree that the trainer being reviewer helps to perform current job better is depicted (39.6%) many of them have neutral opinion regarding the same (33.8%) and few of the respondents disagree and agree and disagree on the same (12.2%).

Figure 4.1.18 - Trainer being reviewer helps to perform current job better

TRAINING INCREASES PERSONAL PRODUCTIVITY

The percentage of the respondents opinion that the training is increasing their personal productivity is depicted in table 4.1.18.
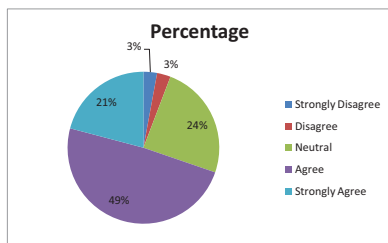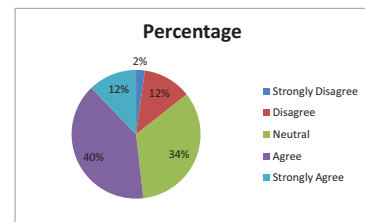
Table 4.1.19 - Training increases personal productivity

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	4	2.9
2.	Disagree	4	2.9
3.	Neutral	34	24.5
4.	Agree	68	48.9
5.	Strongly Agree	29	20.9
	Total	139	100.0

Inference:

Majority of the respondents agree that the training helps in increasing their personal productivity (48.9%), many of them have neutral opinion regarding the same (24.5%) and few of the respondents strongly agree on the same (20.9%).

Figure 4.1.19 - Training increases personal productivity

AFTER TRAINING, LEARNING FROM TRAINING IS PRACTICED

The percentage of the respondents opinion of practicing the learning's from training on the work environment is depicted in table 4.1.20.

Table 4.1.20 - After training, learning from training is practiced

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	7	5.0
2.	Disagree	12	8.6
3.	Neutral	63	45.3
4.	Agree	41	29.5
5.	Strongly Agree	16	11.5
	Total	139	100.0

Inference:

Majority of the respondents have neutral opinion on the fact that they try out what they learn in training at the workplace (45.3%), many of them also agree the same (29.5%), few of the respondents strongly agree the same (11.5%).

Figure 4.1.20 - After training, learning from training is practiced
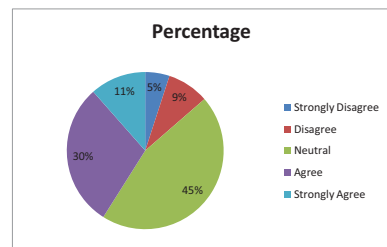
TRAINING HELPS TO DO CURRENT JOB BETTER

The percentage of the respondents opinions towards the influence of training on their current job is depicted in the table 4.1.21.
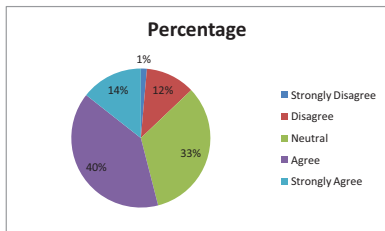
Table 4.1.21 - Training helps to do current job better

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	2	1.4
2.	Disagree	16	11.5
3.	Neutral	46	33.1
4.	Agree	55	39.6
5.	Strongly Agree	20	14.4
	Total	139	100.0

Inference:

Majority of the respondents agree that the training helps them to do the current job better (39.6%) many of them have neutral opinion regarding the same (33.1%) and few of the respondents disagree on the same (14.4%).

Figure 4.1.21 - Training helps to do current job better

ABLE TO TRY OUT LEARNINGS FROM TRAINING

The percentage of the respondents opinion of they being able to try out learning's from training is depicted in table 4.1.22.

Table 4.1.22 - Able to try out learning's from training

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	7	5.0
2.	Disagree	12	8.6
3.	Neutral	63	45.3
4.	Agree	41	29.5
5.	Strongly Agree	16	11.5
	Total	139	100.0

Inference:

Majority of the respondents have neutral opinion that they are able to try out what they learn from training at their workplace (45.3%), many of them also agree the same (29.5%), and few of the respondents strongly agree the same (11.5%).

Figure 4.1.22 - Able to try out learning's from training

OPPORTUNITIES TO USE TRAINING ON THE JOB

The percentage of the respondent's opinion of they getting opportunities to try out the training on the job is depicted in the table 4.1.23.
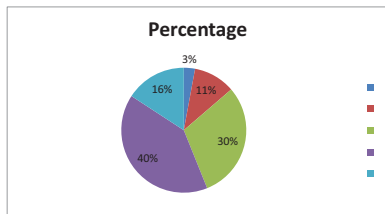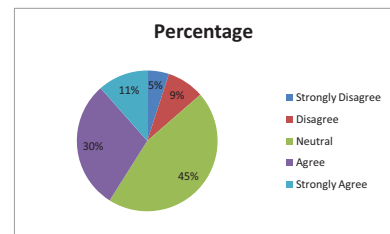
Table 4.1.23 - Opportunities to use training on the job

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	4	2.9
2.	Disagree	15	10.8
3.	Neutral	42	30.2
4.	Agree	56	40.3
5.	Strongly Agree	22	15.8
	Total	139	100.0

Inference:

Majority of the respondents agree that opportunities exists to use training on the job (40.3%),many of them have neutral opinion regarding the same (30.2%) and few of the respondents strongly agree on the same (15.8%).

Figure 4.1.23 - Opportunities to use training on the job

THE MORE TRAINING APPLIED ON JOB, THE BETTER OUTCOME

The percentage of the respondent's opinion as the more training applied on job the better performance in job is depicted in table 4.1.24.

Table 4.1.24 - The more training applied on job, the better outcome

S.No	Particulars	Frequency	Percentage
1.	Strongly Disagree	5	3.6
2.	Disagree	7	5.0
3.	Neutral	42	30.2
4.	Agree	56	40.3
5.	Strongly Agree	29	20.9
	Total	139	100.0

Inference:

Majority of the respondents agree that the more training they apply on job the better their able to perform their current job(40.3%),many of them have neutral opinion regarding the same (30.2%) and few of the respondents strongly agree on the same (20.9%).

Figure 4.1.24 - The more training applied on job, the better outcome
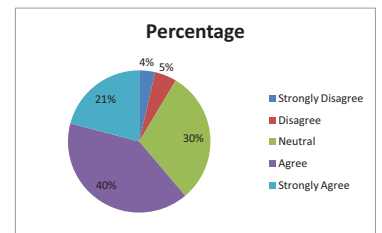
4.2.1.TEST FOR RELATIONSHIP BETWEEN THE EMPLOYEE INTENTIONS ON ORGANIZATIONAL FACTORS OF TRAINING AND INTENTIONS ON TRANSFER OF TRAINING.

The relationship between the employee's intentions on organizational factors and intentions on transfer of training in table 4.2.1.

H0: There is relationship between the intensions on organizational factors and

intentions on the transfer of training.

H1: There is no relationship between the intensions on organizational factors and

intentions on the transfer of training.

Table 4.2.1- Relationship between the employee intentions on organizational factors of training and intentions on transfer of training.

	ITNPM	CLEM	TVLM	ELPM	AOTM
ITNPM	1				
CLEM	**.838**	1			
TVLM	.730	.729	1		
ELPM	**.842**	.823	.820	1	
AOTM	.757	.712	**.685**	**.685**	1

Inference:

From the above table we can conclude that since all the correlation values are positive which ranges from (.685 to .842) there is strong relationship between the employee intentions on organizational factors and intentions on transfer of training, which implies that null hypothesis is accepted. Highest correlation is for effect of learning on performance and followed by the second highest correlation Creating learning environment. The lowest correlation exists for trainers viewed as leaders.

4.2.2 TEST FOR REALTIONSHIP BETWEEN EMPLOYEE INTENTIONS ON IDENTIFYING TRAINING NEEDS AND PRIORITIES AND INTENTION TOWARDS TRANSFER OF TRAINING.

The relationship between the intentions on identifying training needs and priorities and intention towards transfer of training in table 4.2.2

H0: There is positive relationship between the employee intentions on identifying

training needs and priorities and intention towards transfer of training.

H1: There is no positive relationship between the employee intentions on identifying training needs and priorities and intention towards transfer of training.

Table 4.2.1.2- Relationship between employee intentions on identifying training needs and priorities and intention towards transfer of training.

Correlations			
		Identifying training needs and priorities	Transfer of training
Identifying training needs and priorities	Correlation	1	.757**
	Sig. (2-tailed)		.000
Transfer of training	Correlation	.757**	1
	Sig. (2-tailed)	.000	

Inference:

Since the significant value is less than 0.05 null hypothesis is accepted, where increase or decrease in the employee intention on identifying training needs and priorities do significantly relate to their intention to increase or decrease in application of training on the job and since the r=.757 there exists a strong correlation between both. This means that changes in the employee intention of identifying training needs and priorities are strongly correlated with the changes in the intention towards training transfer.

4.3.1 TEST TO IDENTIFY THE IMPACT OF INTENTIONS ON IDENTIFYING TRAINING NEEDS AND PRIORITIES AND INTENTION TOWARDS TRANSFER OF TRAINING.

Regression Analysis was used to assess the extent to which the employee's intentions on organizational factors influence the intention on transfer of training.

Table 4.3.1- Test to identify the impact of intentions on identifying training needs and priorities and intention towards transfer of training.

S.No	PARTICULARS	Beta coefficients	Significance
1.	Identify training needs and priorities	.340	.002
2	Creating a learning environment	.099	.351
3	Trainer being viewed as leader	.134	.150
4	Effect of learning on performance	.280	.023

1.	Model R square	0.633
2.	Model Adjusted R square	0.622
3.	Model Significance	.000

Inference:

R square is the co-efficient of determination. The regression result indicates that the adjusted R square is 0.633 which states that 63.3 % percentage of variation in the employee's intentions on transfer of training on job is explained by variations in intentions on organizational factors of training. From the above results the intentions on the factors identifying training needs and priorities, and effect of learning on performance impact the intentions on transfer of training as their significance value is predicted below 0.05.The intentions of the other two factors such as trainers being viewed as leaders, and creating a learning environment does not have an impact on the intention on transfer of training on job.

4.4.1 TEST FOR HOMOGENEITY IN THE EMPLOYEE INTENTIONS ON TRAINING PROGRAMME FACTORS AND DEMOGRAPHIC VARIABLES.

The homogeneity in the employee intentions on the training programme factors and the demographic variables like age and band is calculated using one-way ANNOVA and the result is tabulated in the table 4.4.1 &4.4.2. The hypothesis formulated for the same is given below.

H0: There is homogeneity in the intentions on training programme across the

demographic variables like i) age of the respondent ii) Band of the

respondent.

H1: There is no homogeneity in the intentions on training programme across the

demographic variables like i) age of the respondent ii) Band of the

respondents.

Table 4.4.1 - Homogeneity in the employee intentions on training programme factors and age of the respondents

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Identify training needs and priorities	Between Groups	4.869	2	2.435	4.614	.012
	Within Groups	71.761	136	.528		
	Total	76.630	138			
Creating learning environment	Between Groups	8.031	2	4.016	7.434	.001
	Within Groups	73.461	136	.540		
	Total	81.493	138			
Trainers viewed as leaders	Between Groups	11.725	2	5.862	9.275	.000
	Within Groups	85.960	136	.632		
	Total	97.684	138			
Effect of learning on performance	Between Groups	10.315	2	5.157	9.729	.000
	Within Groups	72.093	136	.530		
	Total	82.408	138			

Inference:

The significant value of all the organizational factors of training programme such as identifying training needs and priorities , creating learning environment, trainers viewed as leaders and effect of learning on performance is less than 0.05 so null hypothesis is accepted which stated that there is homogeneity in the intentions on training programme and the age of respondents.

Table 4.4.2 - Homogeneity in the employee intentions on training programme factors and band of the respondents

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Identify training needs and priorities	Between Groups	26.964	7	3.852	10.160	.000
	Within Groups	49.667	131	.379		
	Total	76.630	138			
Creating learning environment	Between Groups	29.192	7	4.170	10.446	.000
	Within Groups	52.301	131	.399		
	Total	81.493	138			
Trainers viewed as leaders	Between Groups	35.107	7	5.015	10.499	.000
	Within Groups	62.577	131	.478		
	Total	97.684	138			
Effect of learning on performance	Between Groups	29.097	7	4.157	10.214	.000
	Within Groups	53.312	131	.407		
	Total	82.408	138			

Inference:

The significant value of all the organizational factors of training programme such as identifying training needs and priorities , creating learning environment, trainers viewed as leaders and effect of learning on performance is less than 0.05 so null hypothesis is accepted and therefore there is homogeneity in the intentions on training programme and the band to which the respondents belong.

CHAPTER 5

FINDINGS, SUGGESTION, AND CONCLUSION

5.1. FINDINGS

- Majority of the respondents are between the age categories 20-25.
- Majority of the respondents are Software engineers (57.6%).
- 38% OF trainees feel that the discussion between the trainer and trainee regarding the training needs and priorities is neutral.
- Nearly 43.2% of the trainees feel that the training needs and priorities are related to the overall organizational goals is neutral.
- Majority of the respondents have neutral opinion that the training needs and priorities are a product of performance appraisal (44.6%).
- 30.9% of the respondents have neutral opinion that the training issues of the respondents are valued by the trainer and rest of the training department and many of then agree that their issues are valued.
- Majority of the trainees have agree that the organization trainees to learn and develop themselves (53.2%).
- Majority of the trainees agree that opportunities exist for trainees to share organizational related information (36.7%).
- Majority of the trainees agree that learning in teams is facilated among them (43.2%).
- Majority of the trainees have neutral opinion that the trainers who are also their team lead are developed into leaders (38.1%).
- Majority of the trainees have neutral opinion that the trainers help them to reach their full potential (40.3%).
- Majority of the trainees have neutral opinion that the trainers help them to reach their full potential (40.3%).
- Majority of the trainees have neutral opinion that their trainer's are viewed as role models (37.4%).

- Majority of the trainees have neutral opinion that the organizational performance goals are set in line with its vision and mission and broad training objectives (40.3%).
- Majority of the trainees agree that the performance management a collaborative effort between the trainees and the trainer (41%).
- Majority of the trainees have neutral opinion that trainer provides trainees with mid-year review progress reports and a final evaluation feedback (45.3%)
- Majority of the trainees agree that the trainer being reviewer helps to perform current job better is depicted (39.6%).
- Majority of the trainees agree that the training helps in increasing their personal productivity (48.9%).
- Majority of the trainees have neutral opinion on the fact that they try out what they learn in training at the workplace (45.3%).
- Majority of the trainees agree that the training helps them to do the current job better (39.6%).
- Majority of the trainees have neutral opinion that they are able to try out what they learn from training at their workplace (45.3%).
- Majority of the trainees agree that opportunities exist to use training on the job (40.3%).
- Majority of the trainees agree that the more training they apply on job the better their able to perform their current job (40.3%).
- There is strong relationship between the effect of learning on performance and the transfer of training with the correlation value of (0.842) , followed by the second highest correlation between Creating learning environment and training transfer on work with correlation value of (8.38). The lowest correlation exists for the factor trainers viewed as leaders.
- There exists a strong correlation between the employee's intention towards identifying training needs and priorities and intention on transfer of training. This means that changes in the intention of identifying training needs and priorities are strongly correlated with the changes in the intention of training transfer.

- The employee intentions on the training organizational factors such as identifying training needs and priorities, and effect of learning on performance impact the intentions on transfer of training. The factors create an impact of 64 % on the training transfer.
- It has been found that there are no difference employee intentions on training programme and the age of respondents.
- There is no difference between the employee intentions on training Programme and the band (designation) of the employees.

5.2 SUGGESTIONS:

The following suggestions are made to increase the training transfer culture, after analyzing the employee's intentions towards the training programme.

- Though many of the employee's intentions are neutral that the learning's from training is being applied on the job, training has to be more effectively conducted such that the neutral intentions increases to positive, as there are chances for negative results to arise in future course.
- The trainer's role in training is also to be made effective such that there are less chances of the trainee perceiving the same to be negative in future.
- Since majority of the employees who attend the training programmes are between the age categories 20-25, the training can be designed in such a way it ensures an effective result on the work environment.
- Since there is neutral opinion of application of training on job, increasing the effectiveness of organizational factors such as learning environment, needs and priorities, trainer's role as leader, effect of learning on performance, will lead to more transfer of training on job because of the employees current balanced intentions towards training.

- It is recommended that for employees to maintain the use of newly learned skills and transfer them to the workplace, a mentoring system needs to be developed where and experienced supervisor coaches, supports, and encourages the newer trainees to implement their knowledge and skills.
- Since the training is at its initial development stage it is advisable to increase its effectiveness by conducting an in-depth survey identifying the training requirements of the employees, where chances of training transfer will be high.
- Future training sessions can be organized in a structured format including all the training factors, only by which the accurate level of employee intentions to transfer their learning can be analyzed and improved.

5.3 CONCLUSION:

Training is absolutely very vital for employees be it new starters of experienced employees. Good training ensures that the employees are productive in their current role. Based on empirical research, this study surfaced some unanticipated findings and demonstrated the employee's intentions towards the training and learning and its effect on transfer of training. Employees intentions on the L&D training programmes at Payoda Technologies is neutral depicting no positive or negative and they have the same balanced intention regarding their application of training on the job.

5.4. SCOPE FOR FURTHER STUDY:

- Since the study was carried out only for the trainees who were available at the time of the research conducted, the study can be extended with all the trainees who are attending the training programme.
- Since the training programme at Payoda Technologies is at its initial stage, an in-depth analysis can be made, after increasing its effectiveness and efficiency rate.
- The geographic boundary of the study can be increased where it can be applicable to its other branch at Chennai.