

## TRAINING AND ITS IMPACT ON THE ATTITUDE OF EMPLOYEES OF IT COMPANIES IN CHENNAI

DR.M. GANESAN @ KANAGARAJ<sup>1</sup>, DR.D. SRIDEVI<sup>2</sup>

<sup>1</sup>Assistant Professor, Department of Management Studies, SRM Valliammai Engineering College.

<sup>2</sup>Assistant Professor, Department of General Engineering, SRM Valliammai Engineering College.

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### ABSTRACT

Work is a big part of our life. After education of any human beings they have two options one is Employment and another one is Business. If the graduates chosen employment as a career he needs to attend the interview and clear the interview process. The Interview Process and selection process is differs from one company to company. In this connection Graduates completes all interview formalities and gets offer from any Information Technology based companies. After receiving the offer letter from the company the graduates undergone for training program (6 months or 1 year). Many people have different opinion about training we are already educated and we lightly know about the software companies operations and then why training is required. Education is different training is different. Education is helps to understand the world and how to behave in the society and how to find out inventions whereas training is concerned with one's learn about work related practices, work related skills and knowledge and etc., if the persons learned all work related theories and practices he will work better and he contributes more to the company. Employee Attitude is another area of present research attitude is very important for the employees with attitude we cannot live in the world but it could be some border level. The type of research is descriptive. Snowball sampling technique is used for this research. Main findings of the study are employee shows positive attitude it will make happiness for everybody. Employee shows negative attitude it leads to depression and stress. Suggestion of the study is if we are giving enough training to the graduates he/she works better and they achieve their target within the time limit and at the same time the attitude is very important for maintain a good relationship with company people.

**Keywords:** Training, Attitude, Employees Performance, Information Technology.

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### INTRODUCTION

Training and Development is one of the major streams in Human Resource Management. Training helps the employee to learn and enhance their talent in their respective field. Present context the customer expectations are very high their taste and preference is always changing. So companies need to satisfy their customer needs and wants. In the 21<sup>st</sup> century the customer is king of the world. We need to listen our customers and understand their requirements and specifications. Continuous customer satisfaction is very important for successful company. All the companies are trying to satisfy their customers and meet out the customer expectations. Manufacturing based companies or service based companies customers play a vital role. Companies need a experienced, knowledgeable and skilled employees to achieve a success. Employees are a pillar of any organization without employee support and coordination we cannot achieve our objectives (short-term and long term). Companies expecting hard working and smart employees. In earlier years hard work is essential but now hard work and smart work is needed for quick and immediate growth.

Chennai is one of IT hub and it is one of the big city in India also capital of Tamil nadu. Lot of graduates who completes their degree and came for Chennai and searching job. Software companies provide lot of employment to the young and energetic graduates. A south district graduate comes to Chennai and start earning. In this connection training is needed for fresh candidates. In general training is given for two important situation when the employee is new to the environment or new to the company and another situation is when company is introduced new technology at the time training is needed both experienced and fresher's.

#### Types of Training

##### a) On the Job Training

Employees learning work related skills and knowledge within the company is called as on the job training. Experts comes from different company or same company they educate new comers how to work, how to handle customers and how to handle machines and etc.,

##### b) Off the Job Training

Training program is conducted outside of the company. Employees are taking into another place and teach about the system. This type is very popular in foreign countries.

##### Attitude of Employees

Attitude helps the employees to survive in any kind of industry. Attitude determines the individual behaviour. If the person showing positive attitude towards the people and work it is a very good approach to the environment. Showing negative attitude is not advisable to anyone. Companies invite people for win-win situation. Company is growing employees standard of life also improves.

##### Positive Attitude

Showing positive attitude in the work place or work station is very important for top management. Work is always a big part of our life. We will spend most of the time in our work station only. So maintaining good relationship with others is help for top management of the enterprise. Maintain cordial relationship with team leaders it leads to complete the project on time. People showing positive attitude towards managers or team leaders they feel very happy about the employees perception. Stress free life only possible in who show positive attitude in his/her face and thoughts.

##### Negative Attitude

People who not showing many interests towards their work they have a negative perception. Studying employee perception is very important aspect for team leaders and managers. Mangers or team leaders allocate any work to the employee they immediately deny or reject the

work this kind behaviour shows that negative attitude. Everybody have two coins positive and negative maximum we have to exhibit only positive side. If you are positive in any situation you cannot loose and you will win the entire situation. So reducing negative thoughts and minimizing negative attitude the effective training is needed. Good trainers teach good lessons to the employees and make more comfortable in work and life. Continuous and proper training is needed for any type of employees. Training methods, materials and duration is also motivates trainees to learn everything from the masters. Good Training program is reduce the stress to employees.

**OBJECTIVES OF THE STUDY**

- 1) To study the Human Resource Management guidelines and regulations in IT Companies.
- 2) To study the importance and need of training, investigate the various training methods (On the job and off the job), their effectiveness and efficiency and limitations.
- 3) To investigate the attitude of IT Employees towards Training and Development.
- 4) To find the good training program is changing the employee’s personality and attitude in positive mode.

**NEED AND SCOPE OF THE STUDY**

After Globalization the Information Technology field grown up in very height. Lot of graduates are joined software companies and enhancing their talents and developing their career. Information Technology is phenomenal sector in Indian economy. Companies is selected the candidates for the job based on their skills, knowledge and interview performance. Interviewer is also asked questions to the candidate to study the skills possessed by the candidate. Chennai is one of the IT hub lot of graduates comes from villages and small towns to search the Software jobs and they are working here. Graduates possess some valid degree but the education is concerned with improving knowledge and understands the total environment. Training gives the work related information and teach the work culture and pattern. One who completes the degree that alone cannot shape the individual it requires work knowledge.

Information Technology companies give training to the employees in two circumstances one is who is fresher to the company and another one he/she may be an existing employee but the system is new to them. In these two situations only companies is giving training program.

This research provides an insight into the effectiveness of various degrees of training procedures, along with the views of the trainers and participants as well as at the time of training introduced and work in progress of training and end of the training program.

**REVIEW OF LITERATURE**

King, Phyllis Mary examines in her study, the impact of employee ergonomics training within a large manufacturing industry. It examines the effects of three different types of learning methods upon employees knowledge, attitudes and behaviour. The three types of training methods were a) lecture only b) lectures within ergonomics job redesign, c) Participatory ergonomics training.

Employee within five different lines were the subjects of the study. A quasi-experimental research design was used. Four lines of employees remained intact and randomised into four groups. The fifth line, which contained eighty employees, was equally divided as randomised into four groups. Group one served as the control group receiving no intervention. Group two received lectures-based ergonomics training only. Ergonomics job redesign changes were implemented to group three’s job prior to receiving the same lectures as group two. Group four received the same lectures. In addition, this group met once a week for three weeks, identified muscular-skeletal risk factors related to their job and ultimately implemented job design changes.

Pre and post-test measures were implemented with the administration of the King Ergonomics Quiz to assess knowledge, the empowerment profile and human factors satisfaction. The Borg 10 point scale was administered prior to the job analysis and following the job decision changes to group three to determine the impact of changes.

Results of data analysis using analysis of covariance and multiple comparison methodology indicated that training had a significant effect upon employee’s knowledge of ergonomics. No significant differences were noted among the four groups according to empowerment and human factor measures. Training had a significant impact upon employees job satisfaction. Group one and two demonstrated lower job satisfaction compared to group three and four. Analysis of self reported behaviour showed training increased employees recognition, reporting and behaviour towards the resolution of health hazards. The impact of job design changes to group three was modest. In order to affect change, trainers need to have a thorough understanding of employees work situations and the cultural context within which they function. More impact and outcomes studies are needed to convince industry of the benefits of ergonomics training practices. Proper and Periodical training programmes emerges good result because learning is never ending activity. Every day we need to learn and be ready to learn at any time. Competitive world without learning we cannot have a good lifestyle. Training is one of the learning tool.

**RESEARCH ANALYSIS AND DESIGN**

**Hypotheses**

- H01 – There is no mean rank difference between gender of the respondents and their level of satisfaction on organizational factors.
- H02 – There is no mean rank difference among age of the respondents and their level of satisfaction on organizational factors.
- H03 – There is no mean rank difference among marital status of the respondents and their level of satisfaction on organizational factors.
- H04 – There is no mean rank difference among educational status of the respondents and their level of satisfaction on organizational factors.
- H05 – There is no mean rank difference between employee categories of the respondents and their level of satisfaction on organizational factors.
- H06 – There is no mean rank difference among total experience of the respondents and their level of satisfaction on organizational factors.
- H07 – There is no mean rank difference among designation of the respondents and their level of satisfaction on organizational factors.

**Sample Size Determinant**

(a) Formula for proportions:

Cochran’s formula for calculating sample size when the population is infinite:

Cochran (1977) developed a formula to calculate a representative sample for proportions as

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where, n<sub>0</sub> is the sample size, z is the selected critical value of desired confidence level, p is the estimated proportion of an attribute that is present in the population, q=1-p and e is the desired level of precision.

For example, suppose we want to calculate a sample size of a large population whose degree of variability is not known assuming the maximum variability, which is equal to 50% (p=0.5) and taking 95% confidence level with ± 5% precision, the calculation for required sample size will be as follows-

$$p = 0.5 \text{ and hence } q = 1 - 0.5 = 0.5; e = 0.05; z = 1.96$$

$$SO, n_0 = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2} = 384.16 = 384$$

**DESCRIPTIVE RESEARCH**

This research is carried out by descriptive. Researcher is considering Training and attitude of the employees. So it is comes under descriptive study because we are studying about the particular aspect. Researcher collects primary and secondary data for analysis. Primary data he used questionnaire, survey and direct interview. Secondary data he collects many information from various sources. Both data is required for complete the research.

**DATA ANALYSIS**

**Discriminant Validity**

	Trainers Role	Job Requirements	Cost to the Company Considerations	Macro and Micro Factors
Trainers role	0.16793			
Job Requirements	0.333	0.67146		
Cost to the Company considerations	0.587	0.69	0.79576	
Macro and Micro Factors	0.43	0.1	0.647	0.87894

From the above table shows that Discriminant validity of the four factors related to training and attitude of the employees.

**Satisfaction Level of employees with Gender wise**

**H<sub>01</sub> - There is no mean rank difference between gender of the employees and their level of attitude and satisfaction on organisational factors.**

GENDER		Mean Rank	Sum of Ranks	Mann-Whitney U	Wilcoxon W	Z	Asym p. Sig. (2-tailed)
Compensation factor	Male	254.43	64117.50	12616.500	28547.500	-7.799	.000
	Female	160.38	28547.50				
Environmental factor	Male	227.96	57446.00	19288.000	35219.000	-2.571	.010
	Female	197.86	35219.00				
Job factor	Male	256.44	64624.00	12110.000	28041.000	-8.272	.000
	Female	157.53	28041.00				
Leadership role factor	Male	253.15	63795.00	12939.000	28870.000	-7.610	.000
	Female	162.19	28870.00				
Organisational factors	Male	251.97	63497.50	13236.500	29167.500	-7.287	.000
	Female	163.86	29167.50				

Source: primary data

Table portrays the rank allocation is based the performance of employees. Training and impact of the employees' workforce it leads to have a successful life. Attitude of the employees towards the managers it leads to tension, stress and finally both parties are depressed. Calculated value is less than the p value is hypothesis was accepted. P value is greater than the calculated value hypothesis was rejected. Here two types of hypothesis is used for the research. Null hypothesis and Alternative hypothesis for present research. Study reveals that training and attitude both folds are interlinked. Advancement in training it leads to good attitude of the employees. Team leader's role is very important in software companies. They decide the team members and evaluate the each one performance of the company. Quality of the work is considered for employee performance and attitude of the person.

For Compensation Factors: Male employees with the highest mean score of 254.43 exhibits their massive satisfaction which they attained through the satisfactory factors. Female employees got the mean score of 160.38. For Organisational Factors: In case of organisational factors, male employees shows their great satisfaction through their mean score of 251.97. The least mean score of 163.86 grabbed by the female employees showcase their dissatisfaction level.

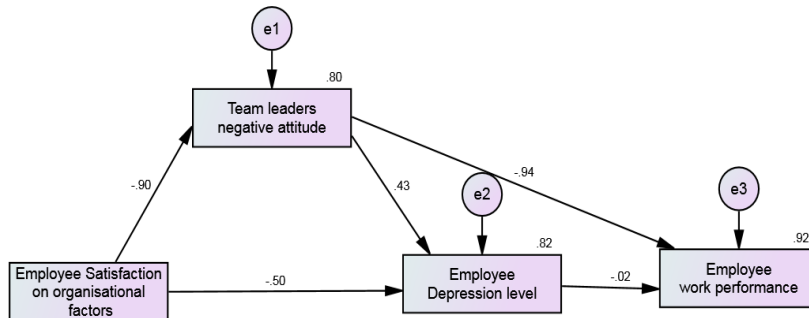
For Job Factors: In case of job factors, male employees shows their great satisfaction through their mean score of 256.44. The least mean score of 157.53 grabbed by the female employees showcase their dissatisfaction level.. For leadership Role control Factor: The high mean score (253.15) of the male employees reveals their jubilant satisfactory level. Here the female employees are not much satisfied. Their dissatisfaction level is visible through their least mean score of 162.19

For Environmental Factors: Satisfactory level of male and female employees grabbed the p value of 0.010 < 0.05 shows the rejection of null hypothesis at 5% and the existing statistically mean significant difference. Here the male employees feels highly satisfied (mean score= 227.96) than the female employees (mean score=197.86).

Overall table and findings can be consummated that, the male employees are much more satisfied than the female employees. Hence required steps are very important in order to achieve the zeal satisfactory level.

**Path analysis between employee satisfaction on organisational factors and employee performance with two mediators such as team leader negative attitude and employee depression level**

**H<sub>018</sub> - The mediator of Negative attitude of team leader has no impact between employee satisfaction and employee depression**



**Fig. 4.1: Structural Model with Standardized Estimation of Negative Attitude Leader Mediator**

**Model Fit Summary**

Indices	Value	Suggested Value
CMIN	14/7 = 2	< 5
P Value	0.28	> 0.05 (Hair et al,1998)
GFI	0.877	> 0.80(Hair et al, 2006)
AGFI	0.864	> 0.80 (Hair et al, 2008)
CFI	0.911	> 0.80 (Hair et al,2008)
RMSEA	0.039	< 0.05 (Hair et al,2006)

**Standardized Regression Weights**

Dependent variable		Independent variable	Estimate
Negative attitude of leader	<---	Employee satisfaction on organisational factors	-.897
employee depression level	<---	Employee satisfaction on organisational factors	-.502
employee depression level	<---	Negative attitude of leader	.431
Employee performance	<---	employee depression level	-.015
Employee performance	<---	Negative attitude of leader	-.944

Here, satisfaction on organizational factor has a negative relationship with negative attitude of team leader and that increase in 1 unit leads to decrease in satisfaction by 0.897 unit.

On the other hand, satisfaction on organizational factor has a negative relationship with employee depression level and that increase in 1 unit leads to decrease in depression by 0.502 unit.

Negative attitude of team leader has a positive relationship with employee depression and that increase in 1 unit leads to increase in depression by 0.431 unit.

Employee depression level has a negative relationship with their job performance and the employee depression increase in 1 unit leads to decrease in performance by 0.015 unit.

Finally, Negative attitude of team leader has a negative relationship with employee performance. That reveals, negative attitude of team leader increases in 1 unit leads to decrease in performance by 0.944 unit.

**FINDINGS OF THE STUDY**

- In this study among the 430 respondents the majority 58.6 percentages are male respondents and the remaining 41.4 percentage respondents are female respondents.
- From the 430 respondents, the majority 37.9 percent respondents are from the age group of 40 to 50 yrs. the next 30.5 percent respondents are in between the age of 30 to 40. The following 15.8 percent respondents are below the age group of 30yrs. Then the same 15.8 percent respondents are above the age group of 50yrs.
- The majority 50.7 respondents are bachelors and the next 38.6 percent respondents are married people. The rest 10.7 percent respondents are legally separated people. The fourth table explains about the educational qualification of the respondents. On analysing all the 430 respondents the majority 52.3 percent respondents are undergraduates and the next 37.4 percent respondents are Post graduates. The left 10.2 respondents have finished ITI/Diploma. Then the fifth table expresses the Monthly salary of the respondents. Of all the 430 respondents, the majority 41.9 respondents are Rs.40,000 to 80,000 and the next 33.0 percent respondents are above 80000. The rest 25.1 percent respondents are Up to Rs.40,000.
- The researcher on comparing all the 430 respondents, the majority 60 percent respondents are permanent and the rest

40 percent respondents are either in contract or temporary workers.

- From the total of 430 respondents, the majority 38.8 percent respondents are having 5 to 10 yrs of experience and the following 30 percent respondents are having the experience of 10 to 20 years. The next 24 percent respondents have below five years experience. And the rest 7.2 percent respondents have 20 and more than 20 years of experience.

**SUGGESTIONS**

- The first and foremost factor that influences the depression level of an employee is the monetary benefits that he gets for the works that he renders. Therefore from the part of the company it is necessary to provide costs to the company benefits in fair manner. The costs to the company benefits can be properly distributed based on their work load and their experience. While employing a new employee, the companies can make sure that the compensation benefit paid to the new employee is on par with the already existing employees or slightly above but not a lot higher than the existing employees.
- The second factor that the employee expects from a company is job security. The I.T. companies is notorious for its lack of job security. Whenever the company is facing any loss economically, it is directly thrust upon the employees and they are thrown out of the job in order to maintain their economic status. Therefore, if the I.T. companies can provide some kind of job security, it can greatly reduce the depression level of the employees.
- Companies may conduct yoga classes to the employees to have a stress free life when they have a stress free life they show positive attitude towards the work. Training and Attitude is very important element in everyone's life.

**CONCLUSION**

Training has categorically changed the participant's attitude and behaviour towards training more effective. Training enhanced self motivated and self driven more markedly than any other. Attitude factors of training have enhanced the quality of output for the experimental group and sustain it. Participants with high self actualization and high motivation are uniformly performing better. Good perception is also helps to have a good attitude in their life. Employees must make sure that good attitude always help for having a good life. Participants in the training programs must stiff with the trainer and training methods and training steps. Each and every day is a new day to the learners and always ready to learn the new thing with new people so companies is conduct off the job training programs to the employees. Advanced statistical tools were used to analyze the data and the analyzed helped in interpretation of the information relating to the objective. Suggestions and conclusions are based on the analysis.

**SCOPE FOR FURTHER RESEARCH**

- 1) The same type of research could conduct on large scale in future.
- 2) There are lot of methods available for training such as counselling, sharing the experiences of the participants and trainers who have high self-esteem and self actualization, good motivation and positive attitudes, could be adopted during the intervention while conducting the training and development activity.
- 3) Direction for future research has been undertaken comparing the performance based on grouping of the subjects.  
Cluster 1 – High Self esteem and high motivation  
Cluster 2 – High self esteem and low motivation

Cluster 3 – Low self esteem and high motivation  
Cluster 4 – Low self esteem and low motivation among the trainees in IT companies.

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