Research Paper | Human Resource Management

# A Study on Employee Perception on Role of Innovative Training in Sustainability – With Special Reference to it Employees in Chennai

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**ABSTRACT**

*"Innovate or Evaporate" has become the mantra of this competitive era. In order to succeed in the competitive industrial arena, organisations need to be more creative and innovative. Successful organisations are not limiting themselves to sticking to their core business in the future but plan to focus on innovation, develop new products and services and break into new markets. They innovatenew ways of working together, breaking down silos and sharing best practice. Business units should be innovative and work continuously to Add value on the bottom line and encourageemployees to see new ways of increasing revenue and reducing costs. Since workforce is the key resource for competitive edge of the organisations, the workforce has to be updated and their creativity must be encouraged to Increase employee engagement and motivation through participation.The ever vibrant IT industry is no exception to this concept.*

*The present paper is proposed to introduce the concept of innovative training, identify some of the modern training methods adopted and to assess the employees' perception on the effectiveness of these training methods adopted. It is intended to collect data from 100 respondents through a questionnaire. Further it is proposed to apply percentage analysis and correlation between perception and training.*

**KEYWORDS : innovation, perceived benefits, modern training methods, motivation**

"Innovate or Evaporate" has become the mantra of this competitive era. In order to succeed in the competitive industrial arena, organisations need to be more creative and innovative. Successful organisations are not limiting themselves to sticking to their core business in the future but plan to focus on innovation, develop new products and services and break into new markets. But this is impossible without training the employees in tune with the goal of the company. Hence organizations in today's world are expected to follow the principle "innovation-training-development-action-sustainable growth" with true concern for the meaningful development of human society as a whole. The training methods need to be revamped and the organisations have already felt the need and started some initiatives. Training is to be correlated with learning and must be accompanied by technology to bring in the expected changes.

## OBJECTIVES OF THE STUDY

- To study the demographic profile of the respondents
- To identify the modern training methods adopted by the companies
- To assess the employee perception regarding the training
- To examine the relationship between the perceived policies and benefits.

## REVIEW OF LITERATURE

Training programmes accompanied by computers can have the positive capability of diversifying work skill which provides the organization improved productivity. Therefore, organizations should design a robust training program that that includes computer skills enhancement. This is the only way for the organizations to achieve competitive advantage. In the past, lack or training has slowed down the pace of attainment of the organizational goal because they also lag behind in technology assisted skills and attitudes (Bach and Sisson 2000).

According to Harrison (2001), e-learning isa global phenomenon that no human resource development practitioner canafford to ignore.

In the view of Bylinsky (2000) Organizations that embrace new technology trainings are prone to attract high caliber employees as the employees consider the training opportunities as an important career development step. Organizations that embrace new technology trainings are considered better at rewarding workforce because they are focusing on the staff mobility within the organization.

Minton (2000) opined that organizations must have policy for computer training and simulation performance management, design and effective communication loop to enhance its performance. As long as all these support mechanism are in place, the organizations will expect any future change process to run effectively.

GAO identified six best practices for delivering IT training.

- Provide IT trainees with the flexibility to choose among different IT training delivery methods.
- Ensure that on-the-job training is planned and monitored as part of the training process.
- Consider combining different teaching methods (Web-based and instructor-led) within the same course.
- Provide just-in-time training.
- Consider outsourcing training solutions—university partnerships and external IT training and content providers.
- Build courses using reusable components.

(Source: "Information Technology Training: Practices of Leading Private-Sector Companies," a GAO Report, January 2003)

Some of the modern and innovative training methods that are usually adopted by the organisations are Committee Assignments, Assistants-to-the Positions, Syndicate Technique, On-Line Development,Repurposing,Electronic Performance Support System-(EPSS)Expert Systemsand Interactive Voice Technology, Groupware,Corporate Universities for Formal Education and Development Centers.

## RESEARCH METHODOLOGY

The study adopted a convenient random sampling method to choose the sample. The sample size was determined to be 100 and the primary data was collected by issue of a questionnaire. Data analysis is done using SPSS and the statistical tools, percentage analysis and correlation are applied. The results of the study are presented below.

**Table showing demographic profile**

| Demographic factor | | Frequency | Percent | Cumulative Percent |
|---|---|---|---|---|
| Gender | MALE | 65 | 65.0 | 65.0 |
| | FEMALE | 35 | 35.0 | 100.0 |
| Marital status | Married | 94 | 94.0 | 94.0 |
| | Unmarried | 6 | 6.0 | 100.0 |
| Designation | Team member | 64 | 64.0 | 64.0 |
| | Team leader | 28 | 28.0 | 92.0 |
| | Managerial staff | 8 | 8.0 | 100.0 |
| Age | Below 30 years | 46 | 46.0 | 46.0 |
| | 31-40 years | 39 | 39.0 | 85.0 |
| | Above 40 years | 15 | 15.0 | 100.0 |

The analysis of above table reveals that the sample is dominated by male employees and majority of them are married. It is also noted that 64% are team members while 28% are team leaders. Majority of the sample are in the age group of below 30 years. This aptly reveals the demographic composition of the IT industry.

**AWARENESS ON MODERN TRAINING METHODS**

| Methods | Yes | No |
|---|---|---|
| Refresher training | 67 | 33 |
| E learning | 82 | 18 |
| Mentoring | 46 | 54 |
| Simulation technique | 54 | 46 |
| Assignments | 73 | 27 |

The percentage analysis revealed the employees are highly aware of refresher training, E learning and assignments because these are found to be very common in the IT sector whereas the employees are least aware of simulation training and mentoring.

**CORRELATION BETWEEN PERCEPTION ON TRAINING AND EFFECTIVENESS**

| factors | | Expertise and excellence | Increase in workforce productivity | Competitive edge | Need of the hour |
|---|---|---|---|---|---|
| Availability | Pearson Correlation | .483(**) | .247(**) | .307(**) | .498(**) |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 |
| Accessibility | Pearson Correlation | .538(**) | .346(**) | .489(**) | .442(**) |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 |
| Helps to decide career path | Pearson Correlation | .354(**) | .360(**) | .443(**) | .446(**) |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 |
| Develops individual problem solving skills | Pearson Correlation | .591(**) | .314(**) | .286(**) | .266(**) |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 |

**INTERPRETATION**

It is clear from the above table that the aspects of training are directly correlated with the impact on employees and organisation. The availability and accessibility of the Training enhances the expertise of an employee and leads to increased productivity. The employees opinion that innovative training encourages him to learn more and thereby his knowledge base increases has a positive correlation with their opinion that training provides an competitive edge for the organisation. As a result of this the employees become more productive and thereby increase his job satisfaction.

Similarly other dimensions of training also share a positive relationship with the impact on employees. The possibility of promotion through development of individual skills and the ability to decide the career path bear a significant impact on the employees' development. Further the employees' perception on the availability and accessibility of the training makes them to feel the importance of the need for innovation in training and learning. The positive correlation among the variables justify the necessity of modern training methods in IT industry which is a fast changing and knowledge oriented industry.

**FINDINGS OF THE STUDY**

it is found that the sample size mostly comprises of married, male employees and the sample size is predominantly occupied by the age group below 40 years. Further the study revealed that employees are aware of the innovation in training to some extent but are not abreast with the latest developments. It also found that most of the organisations restrict themselves with popular training methods and rarely attempt to try out new methods. The study exhibited a positive correlation between the employees' view on innovative training and its impact on organisational effectiveness.

**SUGGESTIONS**

- The implementation of training should be done in view of fast changing technology, management practices and infrastructure.
- The organization has to concentrate more on employees who are not aware of the present training methods and they have to be counseled and convinced about the need and importance of adopting creative training methods.
- The company can encourage its employees to suggest types of trainings which they think is more helpful in achieving the organizational goals as employees are the real executors of organisational goals.

**CONCLUSION**

The empirical results of this study strongly suggest that organisations have to consider how to influence their employees' acceptances towards innovative training methods in the context of organizational climate in order to result in the development of a skilled workforce. The IT organisations should take innovative training initiatives as strategic priority and a proactive activity rather than reactive approach, so that it can act as a means to transform the implicit skills of employees into improvised performance in order to survive in the competitive world.

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