

A STUDY ON THE EMPLOYEES PERCEPTION TOWARDS THE EFFECTIVENESS OF TRAINING PROGRAMME USING MULTIPLE REGRESSION ANALYSIS IN SELECT IT INDUSTRIES, COIMBATORE

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ABSTRACT

People are considered to be the source of competitive advantage. Many forward looking organizations are giving more emphasis to employees and their issues. In the cut-throat competitive world, the organization realized that their most valuable asset is their human capital and many are convinced for large investment in employee training. The present study is undertaken to analyze employees perspective towards the effectiveness of training program using regression analysis in select IT industries (CTS, INFOSYS, EBIX, HCL, KGISL, WIPRO, DELL, PAYODA, ADITI, and UGAM SOLUTIONS), Coimbatore. A questionnaire was developed and was administered to 1100 employees. A multiple regression analysis was conducted to understand the major factors which contributed to the effectiveness of training. The study reveals that the selected variables are positively associated with the effectiveness of training.

Key words: Effectiveness of training, Employee training, Regression analysis, Variables.

1. INTRODUCTION

Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skill for a definite purpose. Training improves changes and molds the employee's knowledge, skills, behavior and aptitude and attitude towards the requirement of the job and the organization. In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Many private players have entered the economy thereby increasing the level of competition. In the competitive scenario, it has become a challenge for each company to adopt practices that would help the organization stand out in the market. The competitiveness of a company is measured through the quality of products and services offered to customers that are unique from others. Thus the best services offered to the consumers are result of the genius brains working behind them.

2. NEED FOR THE STUDY

Training is a continuous and life long process. Good communications and consultation are essential for efficient operation in any organization. However, their impact is often diminished by a lack of skill or knowledge on the part of the participants. It is important, therefore, to provide both managers and employees' with training in the skills and techniques required for communication and consultation. Training can help employees better understand the information they are given and can encourage them to play a fuller part in the way of organization conducts its affairs. Training courses in particular can be a useful way of giving employees factual information about their employment because they necessarily include a substantial element of explanation and provide opportunities for questions to be answered.

3. STATEMENT OF THE PROBLEM

The success or failure of any organization depends on the team spirit of the employees and their involvement in expressing their skills to complete the given task on time. The skills of any employees depend on the training and development programmes' which are adopted by company. It is important to mention that a skill of employees improves the efficiency, productivity and effectiveness of the organization. Hence, training plays a vital role in any organization in the present era of tech- savvy competition. It is aimed at preparing employees for future or current jobs. The efficiency and productivity of the firm can be increased considerably with right training methods.

4. REVIEW OF LITERATURE

Wilson and Western(2000) has found that the majority of training and development plans were directly related to the requirements of the job and only a small proportion were involved with general personal development. Most plans were related to short-term job requirements and few were concerned with long-term development and advancement. Morgan and Casper(2000) factor analyzed a set of training reaction items from 9128 government employees and found evidence of two underlying factors: overall affect toward training and perceived utility of the training. Phillips and Pulliam(2000) reported an additional measure of training effectiveness, return on investment (ROI), and were used by companies because of the pressures placed on Human Resource Departments to produce measures of output for total quality management (TQM) and continuous quality improvements (CQI) and the threat of outsourcing due to downsizing. Great debate was found in the training and development literature about the use of ROI measures of training programmes. Many training and development professionals believed that ROI was too difficult and unreliable a measure to use for training evaluation (Barron, 1997).

5. OBJECTIVE OF THE STUDY

The main objective is to study on the employee's perception towards the effectiveness of training program using multiple Regression analysis in select IT industries, Coimbatore.

6. RESEARCH METHODOLOGY

The validity of any research depends on the systematic method of collecting the data, and analyzing the same in a sequential order. In the present study, extensive uses of both primary and secondary data were made. For collecting the primary data, construction of questionnaire was employed in the study. First-hand information was collected from 1100 respondents of select IT industries, Coimbatore. Stratified random sampling method was employed for selecting the respondents from the selected District.

A regression is a statistical tool used to find out the relationship between two or more variables. One variable is caused by the behavior of another one. The former variable is defined as independent and the later variable is defined as the dependent. When there are two or more independent variables, the analysis that describes the relationship between the two is called multiple regression analysis. The main objective of using this technique is to predict the variability of the dependent variable based on its co-variance with all the independent variables. It is useful to predict the level of dependent phenomenon through multiple regression analysis, if the levels of independent variables are given.

Data analysis and interpretation

The analysis shows the relationship between the level of effectiveness of training gained by the employees in IT industry and nine independent variables that were studied. It was found that among these nine variables, three variables were closely associated with the success of effectiveness of training in IT industry. In order to measure the interdependence of independent factors and their total contribution to the level of effectiveness of training gained by the employees in IT industry, the results of the analysis were put into multiple regression analysis, and detailed results are shown in the following table.

TABLE 1 LEVEL OF EFFECTIVENESS OF TRAINING(MULTIPLE REGRESSION ANALYSIS)

Variables	B	Std. Error	T	P
(Constant)	29.032	2.451	11.845	.000
Age	.164	.273	.603	.546
Gender	1.818	.521	3.491	.000
Nature of work	2.588	.680	3.807	.000
Educational qualification	-1.585	.466	-3.404	.001
Experience	.053	.288	.183	.855
Monthly income	-.467	.343	-1.358	.175
Marital status	2.200	.615	3.577	.000
Use the skills after training	.501	.219	2.291	.022

Methods of training	.148	.549	.269	.788
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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.238	.057	.049	8.339

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4545.464	9	505.052	7.263	.000 ^b
Residual	75799.445	1090	69.541		
Total	80344.909	1099			

The Multiple linear regression components are found statistically a good fit. It shows the three independent variables contribute on the effectiveness of training gained in IT industry and statistically significant at 1% and 5% level.

The table indicates that the co-efficient of respondents’ gender, marital status and period of utilization of the skills after training were significant at 1% and 5% level. It is also noted that the variables such as age, gender, nature of work, experience, marital status, period of utilization of the skills after training and methods of training are positively associated with the effectiveness of training in IT industry. Further, it indicates that these variables that contribute to the success of effectiveness of training in IT industry are statistically significant and implying that their influence is stronger than the other variables.

The rate of increasing the effectiveness of training gained by the employees in IT industry shows better results of the independent variables such as respondents’ maturity based on age with 0.603, with 3.491 units change in gender, with 3.807 units change in nature of work, with .183 units change in experience, with 3.577 units change in marital status, 2.291 unit change in utilization period of the skills after training and .269 unit change in methods of training.

SUGGESTIONS

Appropriate attention has to be devoted for all the influencing dimensions that have a telling impact on training effectiveness.

7.CONCLUSION

Training contributes in such a way that the employees can enhance their dexterity. There is a casual relation between training and employee performance. Training helps organizations in achieving their strategic objectives and gives organizations a competitive edge. In this context, organizations train and develop their employees to the fullest advantage in order to enhance their effectiveness. The select IT industries (CTS, INFOSYS, EBIX, HCL, KGISL, WIPRO, DELL, PAYODA, ADITI, and UGAM SOLUTIONS) in Coimbatore are very conscious of the needs of the employees and does it best to keep the training to its workers. The study indicates that the selected variables that contribute to the success of effectiveness of training in IT industry are statistically significant and implying that their influence is stronger than the other variables.

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