A CONCEPTUAL STUDY TO IDENTIFY THE PROBLEMS & CHALLENGES IN CURRENT TRAINING SYSTEMS IN IT INDÚSTRIES

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ABSTRACT

Purpose: To understand the problems and challenges faced by organization today on current training systems. The purpose of this research was to describe factors affecting the employee to participate in training & development programs in the organization. Theoretical Framework: The framework is formulated based on relationship between current training trends and its associated problems & challenges.

Design/Methodology/Approach: A total of 227 employees from various organizations based in Techno Park and InfoPark based in Kerala. Simple random sampling technique was used, and factor analysis performed to test the hypothesis. Online Questionnaires were used for data collection and analysed using descriptive statistics like percentages and presented using tables, charts, and figures.

Findings: The study established that traditional training methods won't be much effective and serves the need of current generation. Custom tailor-made training design and methods are highly recommended to make the training programs effective and that create interest among employees to upskill themselves through training and development opportunities provided by organizations.

Research, Practical & Social implications: This study helps the organization and top management to understand the learning gap of employees due to difference in training trends. It will also help employees to perform well adopting to latest training trends which in turn results high productivity.

Originality/value: This article is a contribution to the Human Resource/Training Department to propose the challenges and its solutions for practitioners and trainers.

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UM ESTUDO CONCEITUAL PARA IDENTIFICAR OS PROBLEMAS E DESAFIOS NOS SISTEMAS DE TREINAMENTO ATUAL NAS INDÚSTRIAS DE TI

RESUMO

Objetivo: Compreender os problemas e desafios enfrentados pela organização hoje nos sistemas de treinamento atuais. O objetivo desta pesquisa foi descrever os fatores que afetam o funcionário a participar de programas de treinamento e desenvolvimento na organização.

Quadro Teórico: O quadro é formulado com base na relação entre as tendências atuais de treinamento e seus problemas e desafios associados.

Design/Metodologia/Abordagem: Um total de 227 funcionários de várias organizações com sede no Techno Park e InfoPark com sede em Kerala. A técnica de amostragem aleatória simples foi utilizada e a análise fatorial realizada para testar a hipótese. Questionários online foram usados para coleta de dados e analisados por meio de estatísticas descritivas como porcentagens e apresentados por meio de tabelas, gráficos e figuras.

Resultados: O estudo estabeleceu que os métodos de treinamento tradicionais não serão muito eficazes e atendem às necessidades da geração atual. Projetos e métodos de treinamento personalizados e personalizados são altamente

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recomendados para tornar os programas de treinamento eficazes e que criem interesse entre os funcionários em aprimorar suas habilidades por meio de oportunidades de treinamento e desenvolvimento fornecidas pelas organizações.

Implicações de pesquisa, práticas e sociais: este estudo ajuda a organização e a alta administração a entender a lacuna de aprendizado dos funcionários devido à diferença nas tendências de treinamento. Também ajudará os funcionários a ter um bom desempenho, adotando as últimas tendências de treinamento, o que, por sua vez, resulta em alta produtividade.

Originalidade/valor: Este artigo é um contributo para o Departamento de Recursos Humanos/Formação propor os desafios e as suas soluções aos praticantes e formadores.

Palavras-chave: Desafios da Formação, Problemas da Formação, Conflitos Geracionais, Métodos de Formação, Tendências da Formação Tradicional e Moderna.

UN ESTUDIO CONCEPTUAL PARA IDENTIFICAR LOS PROBLEMAS Y DESAFÍOS EN LOS SISTEMAS DE FORMACIÓN ACTUALES EN LAS INDUSTRIAS DE TI

RESUMEN
Propósito: Comprender los problemas y desafíos que enfrentan las organizaciones hoy en día sobre los sistemas de formación actuales. El propósito de esta investigación fue describir los factores que inciden en que el empleado participe en programas de capacitación y desarrollo en la organización.

Marco teórico: El marco está formulado en base a la relación entre las tendencias actuales de capacitación y sus problemas y desafíos asociados.

Diseño/Metodología/Enfoque: Un total de 227 empleados de varias organizaciones con sede en Techno Park e InfoPark con sede en Kerala. Se utilizó la técnica de muestreo aleatorio simple y se realizó un análisis factorial para probar la hipótesis. Se utilizaron cuestionarios en línea para la recopilación de datos y se analizaron mediante estadísticas descriptivas como porcentajes y se presentaron mediante tablas, gráficos y figuras.

Hallazgos: El estudio estableció que los métodos tradicionales de entrenamiento no serán muy efectivos y satisfacen las necesidades de la generación actual. Se recomienda encarecidamente el diseño y los métodos de capacitación personalizados para que los programas de capacitación sean efectivos y generen interés entre los empleados para mejorar sus habilidades a través de las oportunidades de capacitación y desarrollo proporcionadas por las organizaciones.

Implicaciones de investigación, prácticas y sociales: este estudio ayuda a la organización y a la alta dirección a comprender la brecha de aprendizaje de los empleados debido a las diferencias en las tendencias de capacitación. También ayudará a los empleados a tener un buen desempeño al adoptar las últimas tendencias de capacitación, lo que a su vez se traduce en una alta productividad.

Originalidad/valor: Este artículo es una contribución al Departamento de Recursos Humanos/Formación para proponer los desafíos y sus soluciones para los profesionales y formadores.

Palabras clave: Retos Formativos, Problemas Formativos, Conflictos Generacionales, Métodos Formativos, Tendencias Formativas Tradicionales y Modernas.

INTRODUCTION

Over last few decades, it was a great opportunity to have a discussion with training professional from various organizations and all their day-to-day challenges & problems were recorded to accomplish their job needs.

A research study says the highest priority for the organizations to increase the effectiveness of training programs. Many organizations feel that training is a failure or cannot be the tool to enlighten their employees. This might be due to few common problem & challenges with training and development.

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According to Peter Senge, organizations those involved continuous learning will help their employees to upskill, nurture and make them feel enlighten, eventually this reflects in overall organization's performance.

The objective of this study is to identify and describe factors affecting the employee's participation in training & development programs in the organizations. To find the problems & challenges in current training structure available in IT industries.

The most common T&D issues can have a significant impact on the return on investment (ROI) for organization.

- Training scheduled during employee's personal timing
- Lack of knowledge on generational differences, culture and expectations
- Lack of understanding on different learning habits
- Lack of commitment
- Training that is not relevant for the participants
- No proper Training Need Analysis is performed before scheduling the training program.

LITERATURE REVIEW

Suleiman A. Babagana & Mohammed Lawal Inuwa (2018) study concluded that there are practical challenges found in training & development on employee's skillsets and performance, most of the employees think that training is just an invest and waste of time. Some think that training sponsorship is not given to all employees, and it is not paid on-time. Organizations should work on those challenges to tackle it achieve their business goals.

Velada et al. (2007), study reals that proving effective training, every organization should analyse, design, plan and execute it effectively to see the better training results. Organization should follow the latest content suits for the articles by involving them in getting their feedback while running the training activities.

Khawaja Jehanzeb & Dr. Nadeem Ahmed Bashir1 (2013) study concluded that training provides great benefits for both individuals & organizations. An existing analysis did on this study confirms that these benefits are varying from individual & organizational performance. Based the study, it is strongly believed that developing employee development program bring many benefits for the organizations in long run. Also, it is highly important for any organizations to perform timely evaluation to understand the success of employee training & development program.

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Galvão et al. (2020) concluded that training programs make many impacts in start-ups, small investment businesses etc. The author also further mentioned that people from various regions in training programs to bring new companies that creates a positive impression on development which requires effective training & development.

Drost et al. (2002) study conducted on training & development programs available in multiple countries and regions (Mexico, Canada, Japan, China, , Korea, Mainland, Taiwan, the United States, Indonesia and Australia) to find the similarity of training and development activities. After conducting the study, the results reveals that there are no similarities exist in muliple countries. But, there was a significant similarity found in prevailing T&D activities because of cultural values & industry trends.

MATERIAL & METHODOLOGY

Survey questionnaire was prepared with 5-scale rating and distributed to people from various job level working in companies based in Techno Park and in Info Park. The primary data collected from 265 employees from employees from various organization. Participants were grouped into Techno Park and InfoPark Employees based in Kerala.

A total of 227 responses are valid and considered for analysis with overall response rate of 85.66%. Hypothesis is formulated to support the study.

H0 - The various problems and challenges in current training system in organizations are the same.

RESULTS & DISCUSSION

KMO & Bartlett's Test- Training Problems & Challenges in an organization

Table 1

KMO - Measure of Sampling Adequacy		.710
Results	Chi-Square Value (Approx.)	5498.16
	df	103
	Sig.	.000

Source: Prepared by the authors (2022)

The Bartlett's Sphericity Test & Kaiser-Meyer-Olkin Sampling Adequacy Measure were used to measure the degree of the samples included and its reliance. The Kaiser-Meyer-Olkin Sampling Adequacy Measure (71%) indicates that the sample is moderately adequate for understanding the Problems and Challenges in Training Structure in an organization. Bartlett's

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sphericity test (Approx. Chi-Square 5498.16; p value 0.000, less than 5%) is significant, confirming that a blending of components on the Problems and Challenges in current Training Structure in an organization.

Table 2 Communalities - Training Problems and Challenges in an organization

Communalities	Initial	Extraction
Evaluation Criteria & Rating Variation.	1.000	.705
Employees get demotivated based on negative feedback	1.000	.765
Employee will be involved sharing inputs while designing training program.	1.000	.611
To make the training program effective, the training setup will be reviewed in regular interval	1.000	.667
There is no difference among employees in Appraisal and Assessment.	1.000	.813
Employee are acknowledged for their rating and compensated.	1.000	.924
Appraisals are done with proper metrics by qualified people.	1.000	.745
Employee benefits are not only based on performance.	1.000	.804
Assessment factors are entirely different from the factors communicated to the employees	1.000	.823
Appraisal format is complicated	1.000	.744
Manager's personal values and bias reflects in employee appraisals	1.000	.877
Conservative attitudes of senior management	1.000	.802
Unable to predict the employee nature of behaviour	1.000	.832
Employees are not maintaining good relationship, having ego among themselves.	1.000	.783
Extraction Method: PCA		

Source: Prepared by the authors (2022)

There are 15 components are defined to examine the problems and challenges in current training structure. The coefficient value of all the 15 components is high in this group.

Table 3 Total Variance Explained - Training Problems and Challenges in an organization.

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Var.	Cum. %	Total	% of Var.	Cum.%	Total	% of Var.	Cum. %
1	5.724	37.756	37.756	5.724	37.756	37.756	3.613	23.816	23.816
2	3.542	23.650	61.531	3.542	23.650	61.531	3.534	23.364	48.723
3	1.436	9.432	71.253	1.436	9.432	71.253	3.351	20.216	68.485
4	1.124	7.287	78.252	1.124	7.287	78.252	1.487	9.852	78.252
5	.735	5.386	83.357						
6	.515	3.508	88.907						
7	.505	3.356	92.187						
8	.333	2.245	94.339						
9	.279	1.833	95.261						
10	.221	1.478	96.573						
11	.188	1.341	97.925						
12	.125	.812	98.612						
13	.081	.512	99.182						
14	.062	.447	99.686						
15	.045	.305	100.000						
Extraction Method: PCA									

Source: Prepared by the authors (2022)

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Four factors are grouped from the above table based on the Extraction Sums of Squared Loadings. The first factor % of Variance is 37.75, the second factor % of Variance is 23.65 and the third factor % of Variance is 9.43. The fourth factor % of Variance is 7.26.

Similarly, the Cumulative % of Extraction Sums of Squared Loadings from the second factor reaches to 61.53 and when the third factor added it will be 71.25%. Finally, the fourth factor joins; it will be 78.25%. Hence, the Training Problems and Challenges in an organization can be accepted to the extent of 78.25%.

Scree Plot – Problems and Challenges in Training System in an organization
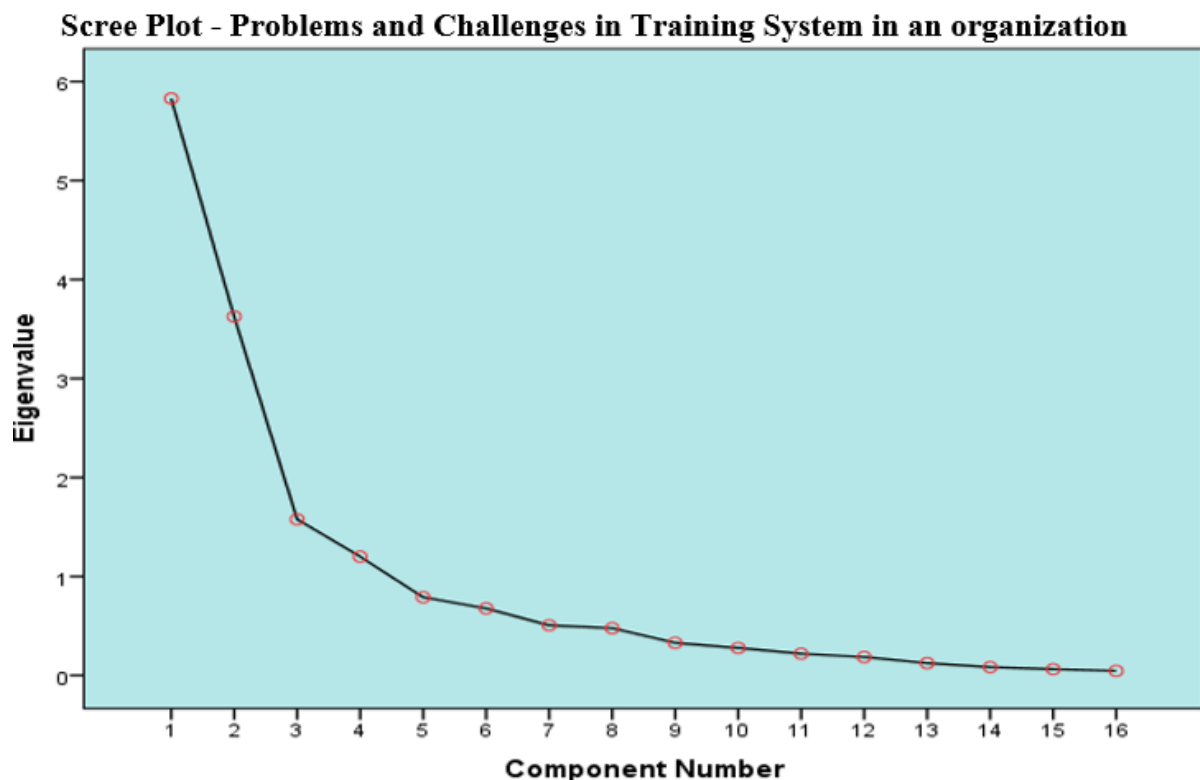
Source: Prepared by the authors (2022)

Based on the analysis, graph has been plotted with X-Axis as Component Number and Y-Axis as Eigenvalue. From this graph, we can notice at least four principal components are required to bring down eigenvalue less than 1. It requires many principal components to bring much variation in the data.

CONCLUSION

Evaluating the effectiveness of training and validating the current training structure in an organization recently gained attraction in the market. In fact, there is a significant demand for best and effective Training Structure in organizations.   Traditional Training Structure in

an organization is not always good and effective while they use modern learning strategies in organizations. Management have recently started providing attention in choosing right training structure for their business that helps to reach their goals. Globally, business performance has influenced the adoption of best Training Structure in an organization, especially among the first level line managers. Lack of attention, ROI, low productivity, dissatisfaction, and depression are all problems and challenges that will result from inappropriate training to the employees in organization.

The limitation of this study is focussed only in two IT parks based in one state (Kerala) with a small sample size. Future research must be conducted in companies based in Bangalore and Chennai to understand the accurate results. It is good to include more professional thoughts into the study that highlights typical problems and challenges faced by current employees in workplace.

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