Substantial Works on a few designated constraints on the Prominence of Training and Development in CMM level 5 Indian IT/ ITES Industry

Ajith Sundaram,
Assistant Professor
SCMS School of Technology and Management

Abstract: Industries are considered to be the engines of economic growth. This is more so in the case of the developing countries like India which aims at achieving faster economic growth. However, with the poor capital formation, the objective of achieving is a higher economic growth could be achieved only through the development of small scale and medium scale industries. The IT and ITeS industries are playing a multifaceted role in the economy of Indian like the creation of employment, contributing to export earnings and eventually to the state and the national income of the economy.

With such an immense role being play by the IT and ITeS industries, the major problem confronting the industries is their poor output and high average cost of production. With the important characteristics of such industries being the labour intensive units, an important cause of such a poor performance is their poor labour productivity. Most employees have some weaknesses in their workplace skills. A training program allows you to strengthen those skills that each employee needs to improve. An employee who receives the necessary training is able to perform the job better. A training program allows you to strengthen those skills that each employee needs to improve. More specifically, awell-structured training and development program organized by the firm ensures the employees to upgrade and update his skills and background knowledge constantly and consistently. Providing the necessary training creates an overall knowledgeable staff with employees who can take over for one another as needed, work on teams or work independently without constant help and supervision from others. A development program brings all employees to a higher level so they all have similar skills and knowledge.

Keywords: - Economic growth, ITES Industry, Trainees.

Introduction: Various constructs used for the study are as follows. Trainee Motivation Uni-dimension with 6 reflective items. Management Orientation Uni-dimension with 5 reflective items. Perceived NeedUni-dimension with 5 reflective items. Perceived Training Quality Multi-dimension with 4 dimensions (trainer qualities, content qualities, delivery qualities and infrastructural qualities) all measured in reflective manner and higher order in the formative way. Skepticism Uni-dimension with 4 reflective items. Perceived Benefits Multi-dimension with 2 dimensions (present job benefits and career development benefits) all measured in reflective manner and higher order in the formative way.

Trainee Motivation: The perceived level of motivation a CMM Level 5 Indian IT/ITES employee have towards acquiring additional skills by actively participating in various training programmes organized by the company.Management Orientation: The perception of the CMM Level 5 Indian IT/ITES employees about the orientation of the organization in providing adequate training programmes for enhancing the skill set of employees.Perceived Need: The level of need perceived by a CMM Level 5 Indian IT/ITES employee in acquiring additional skills through participating in various training programmes organized by the company.Perceived Training Quality: The quality felt by the employees of CMM Level 5 Indian IT/ITES company about overall effectiveness of various training programmes.Skepticism: Level of confusion in the mind of the CMM Level 5 Indian IT/ITES employees about the relevance of the training programmes in their career growth.Perceived Benefits: The feelings of benefits by way of better performance in the present job and the potential of career growth through effective training programmes offered by a CMM Level 5 Indian IT/ITES company.

Trainee Motivation

(Brinia, 2011) in his study has proposed a training oriented teaching method that highlights the important role of the experience of the training process and the links between training and the trainees social life. According to the study the method draws its origin from a mendicant pragmatism and German project education. The project methods application it was proved that the training is developed that emotional intelligence and has instilled new pedagogical ideas providing longer-term benefits to both the enterprise, society and the economy. The author further illustrates that this contemporary change in economic labour and technology has called for new teaching learning method. According to this method a group teaching is done which trainers and trainees of equal status participate. This can also be called peer education where the trainer and training themselves becomes a spokesperson of what the proposed.

(Clinch, 2011) is a person who have found training as a profession as she felt it was pretty difficult to find a job after graduation. She like other graduates also start looking for jobs and friendly felt the importance of training for the kind of job. This growing demand of trainers made her passionate about this profession and chose this. Even though she had found her own career it was not that difficult that she could get offers from different in at the organisation's and it was a hard time for her to decide whether to move the job that she has chosen to which the other companies have offered. She decided to stick to what you had said and chose training and could propose quite a lot of innovative training techniques which give proper feedback baby boomer managers of ended up training millennial trainees.

(Hamade, 2006; Hassan, Griffith, & Stephenson, 2005) in this study has proposed the purpose of exploratory study in identifying trainees attributes. The study was done for software training particularly for 3D CAD training and good find that the output of the correlation that was done between the trainees's attributes and performance sure contributed to the Competence development. It is also observed that prior technical knowledge could influence the initial

performance but if one needs to sustain the performance it was only through a strong influence and the rate of improvement that was demonstrated throughout the training process.

(Umashankar, Kulkarni, Carlzon, & Airlines, 2002) demonstrates the importance of customer satisfaction and the importance of training on enhancing the capability of an employee to understand the customer better he also shows the way in which individual is made capable. He further quorts that an individual with that information cannot take responsibility and individual who is given information cannot help but take responsible. The main concept of this paper is that employees who work in the service sector needs to be given more training on how to understand the requirement of customer and should also be given more motivational support than any that employees in the organisation.

(J. P. Journal & Global, 1986) points out that between 1970 and 90 the worsening of the people who are working in the age group 20 to 30 has increased by 20.9 percentage whereas during the same period the person of employees in the age group 45 to 65 has decreased by 18.2 percentage. This personages clearly shows the implication of human development and the practices followed by the Department. He also proves that job security is one of the factor that people in the older generation would look forward and the same can be one of the least bothered recent that the younger person's in the organisation would look for. He also points out that the younger generation is more keen to learn and listen and perceived training and development activities which would help them to excel in their career whereas the same can be considered as one of the recent for the degree is in the percentage of employees in the age group 45 to 65 as they are the keys to bothered about undergoing any kind of training and development activity and they would like to be in the same place where they are.

(Weissbein, Huang, Ford, & Schmidt, 2011) examines the pre-training interventions that are generally done to enhance the trainees experience building the training programme. The study was conducted at 91 participants who have undergone a training on interpersonal negotiation training. The study also establishes the connection between attributional states motivation to learn and plans for the knowledge for the betterment of the organisation. Daniel in his study has also tried to link these kind of a training programme with the change model proposed by Kotter and he points out that the changes in the workplace is easily because of the change in the technology and increased influence of these technologies in the human life. He points out that initially the training programme was focused on the way how the training is designed the attitude of defence of the individuals who attend the training was the training is happening and other factors which would lead to the transfer of knowledge. But in this era more concentration is given on the motivational level of the trainees and the perception of the trainees on the training programme.

(Training & Global, 1994) in the study shows that the world is becoming more complex and people are not satisfied with what is generally been given in the normal scenario and more such on more innovative techniques of motivating the trainees and keeping them engaged in the process of the training program. Long back if a training programme was conducted with the normal tools and techniques, it could satisfied the requirements of the customers but once the technology is

improving and people are becoming more sophisticated new venue technology can way off the way in which training has been given.

(Howard & Raymond, 2006) in his study have proved that there is a lot of relationship between the perception of the learner, the method in which the training program is delivered, the motivation of the learner, and the outcome. The study was conducted from 600 students and was hypothesised that learners in the learning condition with high amount of learning or orientation and people who perceived environmental features as enablers had high amount of motivation to learn. He also has illustrated the relationship of information technology and changing aspects of training and the relationship between the enhancements in information technology and the more of training methodology. The study further illustrates that the growing importance of training and adoption of Internet as one of the most commonly used platform for training.

(Long, Dubois, & Faley, 2008) gives lot of importance to the training effectiveness and the mission that is used for training effectiveness. According to him the trainees reaction is the most common factor that is used for measuring the training effectiveness. The need to understand the utility of the trainees reaction has been taken as one of the key factor to evaluate the training that is happening over the Internet. Father to the study he also proposes a model of training reaction based on accepted theories and commonly used technologies. The major findings of the study states that there is no relationship between the company tracks IT and the training motivation but that exist are positive relationship between perceived effort for and there also exist a positive relationship between trainee reaction and then to take further online courses.

(H. I. Journal & Global, 2008) Jin, Ching and Hung in their study opine that attitudes to the learning effects, employee training satisfaction makes huge difference to the innovation which the employees are developed in an organisation. The study was conducted among 401 employees of a training institute in Taiwan. As a part of the study board attitude and satisfaction are measured and weighed his analysis was conducted and the result indicates a positive relationship between the learning attitude and number of the dimensions leading to the satisfaction of training. The study also shows the relationship of the effectiveness of the training with the changes in the business environment, the production methods and the rise of industry and the ever-increasing competition from the rivals. As a part of the study, he points out various other studies that were conducted in connection with the trainees attitude and points out that the training that is offered should be beneficial for the trainer and the trainee. This research explores the relationship between the learning attitude and learning satisfaction of employees.

(Fardaniah, Aziz, & Ahmad, 2011) has also done a study on training, motivation, and this provides the human resource practitioners with practical information various attributes of a training programme that enhances the training motivation. This study shows the importance of voluntary attendance, training reputation, appropriate training design and the relevance of training for a job, career, and personal related needs. Apart from that a small explanation on the effects of training programme and the level of motivation of that employees on these training programme is also demonstrated. He further explains that human resource is the key determinant of an organisational

success and enhancement of the skills of these resources is very much important to keep the organisation and track.

(Sharon & Elwood, 2002) examines the degree to which the five factor model of personality, affectivity and what commitment influence the motivation and improve the work through different modes of training the study was conducted from a non-random sample of 239 private sector employees who had undergone a in-house training program. Structural equation modelling was used to test the cash relationship between them and the finding shows a significant antecedents of motivation to improve work through training program. Little study has been done to understand the dispositional traits and the behaviour of the event is department in an organisation. The study also proves that there is no model explaining the dispositional influences on employees, motivation to develop to any kind of a training programme.

(Nguyen & Kim, 2013) proposes a model that examines the relationship of environment and organisational structure and the effect of organisational strategy choices on Pretraining motivation. The study was able to propose a positive relationship among them. It could also demonstrate are moderating role of organisational strategy choice. This study has a very good backing up of quite a lot of literature which demonstrates the importance of Pretraining motivation among the minds of that people for proper positioning of the training programme and also shows that this has huge amount of importance in the success of the program. They could also demonstrate the importance of supervisor support peer support and a positive climate is very necessary to have a motivation to learn or training motivation.

(Dawn, Dennis, Michele, Patrick, & Gary, 2000) . In this study on training motivation organisation has analysed the individual level since and to understand the importance of training effectiveness as a critical issue for any organisation. The study proves that if the training of an organisation is organised in a systematic way quite a lot of wasteful spending on the employees can be avoided and effectiveness of the program can be ensured with high amount of productivity enhanced performance and better efficacy. The study points to the fact that the investment that the company is making on an employee have to be returned with high amount of productivity, which can be considered as a return on investment. This also leads to the demonstration of various techniques and methods of calculating the return on investment.

(Grady, 1987) gives importance to the medium that is adopted for the training. The study illustrates the importance of the according the kind of training programme has been given to the employees and this further states that if such an act is done. This would demonstrate the audience unique relationship to the kind of medium that is used for the training. This study further emphasises that its human tendency that we tend to perceive things what we have seen and experienced over a period of time and we have a unique relationship with what we have experienced in our childhood. If this method of unseen relationship can be exploited to capture the mind of the trainees, the effectiveness of the training can be improved. This further illustrates the advancements in technology, which has resulted and enhancement of the tools, techniques and methods used for the training programme. He also touches on principles like, ethnographic, where the behaviour of the

individuals we can be observed, either with or without the consent and feedback of the training can be taken which can be considered as a measurement tool.

(Strickland, Santiago, Fuller, & Dueñas, 2013) . In this study evaluates training transfer rating as one of the key function of the training. Various hypothesis were formulated as a part of the study, where positive association with the transfer was taken into consideration. He proposes that training is generally conducted to our line the minds of the employee with the organisational goals. The study was conducted from the data that is collected from 109 employees of a grocery store. The result showed a partial support for the hypothesis, which was formulated. Training variables and job satisfaction with positively related to transfer of the training, and the climate in which the training is offered. He further reminds of the fact that the organisation is investing quite a lot of money for training and this have to be taken with the most care only than the desired goals can be achieved. This can only be done if you align their business strategy and the goals with the training programme.

(Chung, 2013) in his study on training and readiness for diversity training illustrates that training and readiness is very important to measure the effectiveness of the training offered. The study is concentrated on the motivational behavioural and cognitive training and readiness and proposes certain theoretical framework, which influence motivational behavioural and cognitive training and readiness. According to the study. The success of any training would depend upon multicultural experiences and views of the trainer. Without understanding the circumstances on diversity, it is practically impossible to explain training and readiness. The effectiveness purely depends upon the attitude and reaction to was the diversity training and the programs offered for the same. Pretraining reaction is also one of the factor that was addressed in the study.

(Nikandrou, Brinia, & Bereri, 2009) has presented an empirical study on training oriented systematic modern. This illustrates the characteristics which affect the motivation to and the transfer of knowledge. This also shows the complex relationship between trainer and the trainees. This results in the trainees of the importance of training characteristics and also gives sufficient amount of inputs for the design and development of the training programme. The study also points to the plastic change and rapid technology and advancements which has totally made the workplace, flexible and competent. This reveals that there is huge amount of investment that is associated with him the training programme and this have to be gained by the organisation with enhanced productivity from the employees.

(Psychology & Global, 1995) highlights the point that instrumentals that are used for making the training would change every now and then. And this also results in the change in social, technology and economic development. Peter shows that in an open learning system people would prefer to learn by themselves, rather than being taught by a trainer. This completely customary that the training can choose whether to be trained or self-trained.

(Chen, 2011) examines the relationship between Lana motivation and the satisfaction of various aspects of Management training program. The subject of the study was 62 students from different management colleges. It was hypothesised that the training motivation would positively impact on

satisfaction and the research shows that there is a significant correlation between learning motivation and learning satisfaction.

Management Orientation

(Afsar, 2010) proposes that training effectiveness is a function of the trainees characteristics. So methods have been developed to predict training effectiveness. The study is more concentrated on the level to which leaders have influenced skill transfer and maintenance of generalisation throughout the training programme. Training motivation and outcome expectancy is also considered as factors that influence of training effectiveness. The study was conducted based on a survey of 450 employees. He also points out that considerable amount of investment that has been made on training does not really counts to the effectiveness of the performance of the employees rather quite a lot of money is wasted in the name of training as the program is not properly oriented to was the Management goals and objectives. He also points that development is not only through training, but it is also through any kind of way that would help a person to grow, in his ability, skills, confidence, tolerance, commitment, initiative, interpersonal skills and the capability of understanding and controlling his own day-to-day activities.

(Chahal & Kohli, 2006) has done a study on managers attitude was technology orientation and has introduce new ways of business process for the benefit and betterment of training quality, satisfaction, enhancement of the potential of the employees and financial performance. The study measures the managers capability and understanding to was information technology and the way in which this has affected the orientation to was training in various industry clusters. He points out that the rapid development in in information and communication technology has provided remarkable changes, both economically and socially. Various information technology enabled services operations focuses on helping the organisation and transforming the way in which marketing, production and various other activities are conducted in the organisation and requires a direct or indirect training methodology.

(Ismail et al., 2014) has done a study to examine the relationship between the roles of the administrator who conducts the training programme, the motivation level of the trainees, and the way in which the training is maintained. The data for the study was collected from 123 employees of various military health centre in Malaysia. The study reveals two major important findings. Firstly, communication and training motivation of positively and significantly related to the training, maintenance and secondly delivery more and the trainees motivation are positively and significantly to the training, maintenance. He also points out that training is a means through which the return on investment is calculated not only for the employees. But for the organisation as a whole. In this study, it is pointed that organisation are moving rapidly and the business also requires to keep up the speed at which innovation happens which can only be done by the application of the skills, capabilities of the employees which is best enhanced through various training programmes. The success of any training program would purely rely on the Management orientation and the motivation level of the management towards the training programme.

(Rao, 2012) has done a study on the perception of the employees and the management to was a human resource information system model, which can be used for record-keeping, hiring, orientation and training, employee communication, discipline and termination. The objective of the study was to measure the level at which employees of the organisation variable to accept the new technology and the way in which the management has oriented the employees to accept the new change. The system was used to acquire store, manipulate and analyse and distribute pertinent information to the right person at the right time. The study clearly points out the way in which the management has oriented the employees to accept the new change. Much of the focus was given to understand the way in which the senior management could foresee the requirement of such a training programme.

(Edum-Fotwe & McCaffer, 2000) argues that the traditional form of training never had a proper orientation from the management and was only conducted based on a certain need which was identified as a part of training need evaluation. A continuous training practice was never in the picture, which clearly showed that this interest of the management towards the development and management was released in the study and investing money as they believed that the quality of the training can never be judged or the motivation of the employees are also much less which requires to be addressed.

Perceived Need

According to (Clemenz et al., 2008) in their study on the relationship of training climate with perceived organisational effectiveness which was an empirical study where the data was collected with the help of questionnaires from a sample of 203 employees in a manufacturing unit the result came out as there is no significant correlation between the organisational support with the customer focus effectiveness and the training climate. It is further explained that the managerial and the support from the organisation has significantly helped in detecting the leadership effectiveness, their forwards of the human resources and information effectiveness in enhancing the productivity. This research has taken into consideration of the organisational effectiveness or repeal of 30 years and it was proved that organisational effectiveness would closely deal with two of the leading concepts which is to improve the organisational performance and effectiveness and to accomplish the roles and responsibilities that is been assigned to an employee. And these roles and responsibilities can be productively done with an enhancement in the skill set of the employees that the organisation has.

(Young & Perrewé, 2004) in their study has explained various benefits that are linked to mentoring and training employees in an organisation. It has clearly shown the level of improvement of productivity that the employees would have and the level of enhancements which they were able to showcase after the training programme. It also highlights the importance of the attitude of these employees and the study proves that attitude of an upcoming programme would be measured with the experience that they had from the previous training programme or eight from the previous trainer or the method on which the training is going to be conducted. The study further explains that

in order to gain confidence in the mind of the trainees it is very important that the trainees should have a satisfaction on the mentor and should feel a sense of belongingness.

(Ligon & Talukder, 2007) highlights the importance of trainer. He also points out the fact that there is a huge amount of shortage of capable trainers who could conduct the training program in a much faster and effective way so that the name itself of the trainer would create a sense of perception in the mind of the trainees that the training would be effective and they would have something to take home once the training is complete. Hence it is proven that the perception of the employees want to go the training program is purely linked to the person who conducts the training. The study examines the relationship between formal education, technical and management training and proves that there is a strong positive relationship which is highly related to the amount of training that the trainees get and the amount of technical training which the managers are able to impart. There is also a significant relationship between the manager's level of training and the managerial effectiveness. As a part of the study are regression model was also proposed for a pact that an effective representation.

(Gordon, Shepherd, Lambert, Ridnour, & Weilbaker, 2012) in the study illustrates the number of qualities that the salesman needs to have when he is working as a sales manager and also emphasise the importance of training and development that would enhance these skills. He highlights that a huge amount of money is being spent every year in the name of training and development understanding the level and importance of training has on the success of the organisation. He also emphasise that a substantial amount of investment is going into management training and also highlights a handful amount of studies that has proved the importance of training in the enhancements of skills and capabilities which would enhance the productivity of the individuals. The study also highlights various reviews and the type of training approaches and instruments along with the methods and the content and the way in which the training have to be delivered. He also proves the importance of an evaluation method that have to be highly structured and continuous process.

(Stock, 2010) gives lot of importance on time management training. The methodology that was adopted for this study was by assigning a group of 71 employees into a training group and then defining small control group which was closely monitored and various hypotheses were formulated and a comparative study was conducted between both. As a part of the study was understood that the exist no relationship between time management training and the impact on various performance indicators. The researcher here highlights the importance of perception of the trainees on the technique that is been used for training the participants. He proves that the participants who are being subject of the training gets to a conclusion just by hearing the term and the technique that is used for the training. Hence in order to catch the perception of the trainees it is highly important and recommended that the participants should be highly motivated with the techniques that is been used for training. The motivation factor for selection of a topic by the author was the realisation of the factor that time management is one of the biggest problem that the company's faces and this in fact is a problem for employees as well. He further proves that this can to an extent be rectified by the enhancements in the telecommunication and other services available in the market.

Perceived Training Quality

(Sullivan & Adele, 2005) in his study points out that there do exist a relationship between managerial style and knowledge which is affected on the conflict resolution. Conflict resolution can be done with the help of expert opinion of the managers and positive attitude which would guide them in the right direction of success. It has also pointed out that the presence of a charismatic leader would largely affect the way in decision are been taken by the employees and it would even affect the type of decision that would be taken.

(Abdul et al., 2014) has done a comparative study on e-learning and traditional form of training. In the study the advantages and disadvantages of both where highlighted and also points out that e-learning when compared with the traditional learning has lot of advantages and it also has a wider range of reach and also reaches out to quite a lot of people and even those who do not want to travel to a place for getting things known can also use the facility. Say for example if a training program is conducted to an audience who is not at all interactive the trainer will also have a very bad feeling and would not be motivated to give maximum productivity out of this session. But in fact if the trainees are really questioning on the concepts that is been explained by the trainee and are quite inquisitive to know more and has an attitude which would make them ask questions to as a trainer not check the quality of the trainer but gain knowledge out of the session highly impact the way in which the training programme would be going further and the level of knowledge that also passes from the trainer to the trainee will also enhanced where the trainer would feel that the level of preparation that the trainer would have to should be for so that the trainee's expectations can be met.

(Ling & Corresponding, 2010) in their study on educational quality process and its influence on perceived quality confirms that quality has become an important topic and it has highly affected profitability, satisfaction level of the customers and the same also promotes customer retention. These benefits makes it important to identify those parameters which would enhance the quality. As a part of the study around 458 undergraduate business students of a private university where studied and the result showed that the quality of the education process depends on the quality of the examinations, curriculum, and the other services like library and lab.

(Sahinidis & Bouris, 2008) in the study that was designed to investigate the relationship between perceived employee training effectives and job satisfaction, motivation and commitment which was done on a group of 134 employees in the lower management cadre and the study provides support of the hypotheses that was proposed indicating a significant correlation between the employee perceived training effectiveness and their commitment, job satisfaction and motivation. It also points out that this is first of a study of its kind that was done and no such study was done on similar grounds. Similar studies were not conducted and those which were conducted which could only propose employee attitude which appears to be having a greater value when compared to other parameters that were identified which were increased productivity turnover and absenteeism.

(Abdul et al., 2014) in their study measuring perceived quality of training in the hospitality industry explores the viability of new training evaluation criteria which is linked to the perceived benefits of an employee and the perceived quality of the training and the methodology that is been used for transfer of knowledge between the trainer and the trainee. This the study takes into account of the fact that the training is a kind of a service that happens in a very structured way and allows the and information flow from the person who is well educated on a certain concept of the skill to a person who has less aware of those facts. The study was conducted with the help of 164 trainees from various instructor led training programmes and close observation was done for the set of behaviour that they could show an exploratory factor analysis was also done to elucidate the various dimensions of perceived training quality and it has that the mind of the perceived measurement is that first used already should have been updated.

(Abdul et al., 2014)In the study on organisational downsizing and its perceived impact on various management practices points out that many organisation with high amount of quality in their management practices engages a practice of downsizing for various reasons. This study highlights the relationship between organisational quality and its impact on organisational downsizing. This also points out to an extent how the employees would be affected when organisational strategy most from regular working to downsizing. The study was conducted on a Canadian organisation with a sample size of 343 which was currently under the practice of downsizing due to a certain place in which they want to disclose. This study shows that due to the strategy of downsizing that they have adopted the attitude of the employees have changed and this has highly affected the productivity which in turn has reflected on the quality of the management practices which was currently done and the orientation of its employees to is a cause and objectives were also not met. Such companies whose employee's morale is not the focused is enhanced service quality and should and Lee is now about customer service satisfaction.

(Calvo-porral & Novo-corti, 2013)In the study on perceived quality on higher education which was an empirical study finds out that there is difference in the perceived quality for both private and public universities. The research aims to analyse various dimensions that would affect the perceived quality in higher education for the students from their own perspective. This was a kind of a comparative study which have compared to the various ways in which the practice is what happened for a private as well as for the public institution and both. The result shows that there are various variables which are quite effluent like empathy which have to be addressed and differences in the practices for both the private and public centres were identified. These cells which was pointed out by the study when addressed could enhance the quality of the strategy of the institution and the present study is actually relied upon the sample that is been taken by the researcher from the undergraduate students of the same private and public centres. Also points out that teaching quality of both institutions differed substantially when compared on a certain scale.

(Golparvar, Barazandeh, & Atashpour, 2012)In their study which was intended to explore the relationship of training climate with perceived organisational effectiveness in a factory points out that there exist a relationship between training climate dimensions and perceived organisational effectiveness. The study was conducted with the help of a questionnaire that was given to 203

employees of the manufacturing company and the result shows that does not exist a relationship between the organisational supports with the perceived customer focus effectiveness. The other training climate components which are identified as a part of the study had a positive relationship and showed significant relationship between perceived organisational effectiveness, is that identified. The study further explains and points out the relationship between organisational support and leadership effectiveness in the way in which information is being shared and information is effectively used by human resource for an effective and better result. It also points out that the managerial occupational supporters indeed necessary for a customer centred effectiveness and managerial effectiveness for a better process effectiveness.

Skepticism

(Coppage & Shastri, 2014)Points out that a professional scepticism is an attitude that every researcher should have or a person who is interested to gain knowledge on a topic should have so that a questioning mind with the critical assessment of the feedback that is been given by the trainee can be assessed. If a kind of a script to some do exist for the kind of behaviour that is been shown in the training area this would highly impact the way in which the training delivery is also going to be considered. Say for example if a training program is conducted to an audience who is not at all interactive the trainer will also have a very bad feeling and would not be motivated to give maximum productivity out of this session. But in fact if the trainees are really questioning on the concepts that is been explained by the trainee and are quite inquisitive to know more and has an attitude which would make them ask questions to as a trainer not check the quality of the trainer but gain knowledge out of the session highly impact the way in which the training programme would be going further and the level of knowledge that also passes from the trainer to the trainee will also enhanced where the trainer would feel that the level of preparation that the trainer would have to should be for so that the trainee's expectations can be met.

(Sarah, 1994)Points out the missing links of the evaluation pattern that is followed by the management. This study is actually to point out employee training which can create a scepticism in the mind of the trainees when the training evaluation is not properly done where the training is a part of the incentive. From the training programme and the level of knowledge that they gain out of the training programme have to be demonstrated as extra productivity which is in the and reflected on that performance appraisal the trainees would be more concerned on how the training programme is going to be delivered and how the evaluation process is going to be done so that they would get maximum mileage out of the program. When the training program is not want to be evaluated based on the right grounds or based on the right parameters which we have been taken as a parameter of training in the training session descriptive level is going to be much higher and which would highly impact the way in which the productivity is going to be shown so according to a study on the evaluation parameters that is going to be kept for the training programme should be based on the training that is going to be given.Hence in order to catch the perception of the trainees it is highly important and recommended that the participants should be highly motivated with the techniques that is been used for training. The motivation factor for selection of a topic by the author was the realisation of the factor that time management is one of the biggest problem that the

company's faces and this in fact is a problem for employees as well. He further proves that this can to an extent be rectified by the enhancements in the telecommunication and other services available in the market.

(Supervision & Global, 2003)Highlights that it is the supervisor's job to make sure that the training for his subordinates happens at the right time and the same is also going to be evaluated with the help of right tools and techniques that is going to be at par with what would the employees be benefited of the training programme. If such a kind of a vein of evaluation is not to be done this would create scepticism in the mind of employees and the foundation of the end that training program itself can be disturbed. Training programme according to him would happen by chance and it takes more and more concrete efforts to make sure that the understanding of the concept and the practices or skill happens with a positive outcome which can be demonstrated over a period of time. If this kind of a demonstration is linked other factors and it is not going to satisfy a certain need or remove a barrier which was a kind of assistance for their future career development or which can even be used as a building tool to enhance the rapper between the increased trust and acceptance of the training and the training material were highly impart a way in which the need assessment is going to be done so that the training can be initiated.

(Kalargyrou & Woods, 2011)In the study which was trying to highlight the competencies of the 20th century training programme described the result is an implication of the training professional competencies that can happen for hospitality industry. The quality of the study was based on in-depth interview which would give a clear picture of how the training professionals have to be taken into consideration and also establishes the links between various concepts that were identified as a parameter that would enhance the quality of the training programme. It also talks a software which closely monitors the way in which the employees develop. The major findings of the study where that the training competencies that result from a certain study are not related to the effectiveness of the training and development program at a teamwork or a kind of a motivation that is going to be led by the properly the has the capacity to properly motivated and motivate the right kind of mentoring keeping them on the right track being proactive and be an active listener giving them sufficient amount of energy and health care the training is going to be delivered and making them understand the level and significance of such a kind of training programme would highly impressive the passion of a professional to get trained.

Perceived Benefits

(Ronald, 1995) in his study highlights the importance of lifelong learning for an organisation to sustain in the market which is ever changing. He points out that such an organisation should have options for a continuous training aid the or should have provisions to supply training and education from outside. It can also even happen through informal means of training and development activities. The study examines the benefits of a formal training program in a service firm. According to the study employees were hugely benefited in terms of improved satisfaction, enhanced effectiveness and performance, satisfaction from providing high quality and creative service to client, proven potential for development of the carrier, enhanced commitment to the firm and the

investment that this made on the staff. This also highlights the managerial and professional women's participation in a variety of educational programmes conducted by the organisation and usefulness and impact of these kind of training programme.

(Chang, n.d.) In their paper explores the way in which the different administrators certified employees and managers perceive the value of getting their employees trained. The method adopted for the study was in the interview where close group perspective was analysed and a combination of academic and industry experts were interviewed for the perceived benefits of a certification program offered by the company. The findings reveal a favourable perception towards the certification program in terms of individual and professional development and enhance the rate at which enrolment for these programs happen in an organisation. The study was conducted in a casino, which was one of the most preferred gaming destination in the world. The study also highlights a phenomenal growth in the scale of performance of the employees who have undergone training and development programs.

(Newburry, Belkin, & Ansari, 2008) in their study highlights the importance of human capital investment understands how the employees perceive the method adopted for the development and the expectation of the organisation as a return on investment with enhanced knowledge and skills to achieve a better accommodate the advantage as a part of the study, it was identified that similarities and differences do exist between the relationship of an individual and capabilities of a company in terms of the attitude towards the woman and globalisation -related carrier perceptions. The study was conducted in a carefully selected sample of 96 employees.

(Mpinganjira, 2011) highlights the importance of training and development activities for developing country where managers could show a steady growth in the firm, with enhanced sales and profitability as well as the development of a new market. The study also highlights the government policies, rules and regulations that support and can also be a barrier for the development of a firm. It highlights that the most important barrier is personal for an organisation which needs to be addressed and can be better than through an enhanced the motivational techniques by providing sufficient knowledge about the opportunity and personal development.

(Zwaanswijk, Verheij, Wiesman, & Friele, 2011) has done a study on healthcare professionals and came out with the result that any means of training that is been initiated with the help of an information technology would promote the efficiency and the quality of the care offered by the employees. The study highlights the importance of confidentiality and safety of information that has been shared and exchanged a different part of the training programme and the reliability and the quality of the data. The study was conducted in two healthcare organisations and different people were interviewed from different facets for a better analysis.

(Herbert & Harvey, 1986) . The study compares the perception of a certification holder with those who does not have a certification and were classified according to a certain criteria which was used for self-measurement. A questionnaire was developed and data was collected and analysed to categorise employees into different categories. This could prove the competence of an employee on a specific area, the perception of the employee, the prestige that the employee was able to enjoy,

the professionalism the employee felt and the value of the employee conceived.Training programme according to him would happen by chance and it takes more and more concrete efforts to make sure that the understanding of the concept and the practices or skill happens with a positive outcome which can be demonstrated over a period of time.

Conclusion: The observations from the literature reveals that there exist a recognising importance for the need to study on the prominence of training in capability maturity level V Indian IT and ITeS industries. This further demonstrates that training quality have to be enhanced by enhancing the training motivation and making the management oriented to the kind of training that is being offered which have to be aligned with the need that is been identified by the trainees. There can also be a scepticism between the training quality and the perceived benefits which also need to be addressed.

The literature on prominence of training also exposes several areas that require immediate attention in Indian scenario. The evaluation of these kind of training programme also need to be done. The scope of considering, expectation and perception of two different variables in the framework have a clear relationship, which requires to be tested. The current trainees would expect adequate quality in Indian scenario. Hence an enquiry about the decider, expectation level of these trainees on the selected attributes also have to be done.

Even the literature on training have considered various dimensions that a significant to CMM level V Indian IT and ITeS industries as well as emerging virtual formats in the Indian context, especially in South India, where IT has shown as footprints for the last indicates the need to develop and validate a scale which is capable of capturing the existing need of training evaluation in South India as a serious issue to be addressed.

The theory regarding training demands a conceptual exploration, as most of the studies have considered perceived training quality as a parameter only for the trainees, rather than the Management orientation towards training which also needs to be considered. The study, either attempts to quantify satisfaction into a score or just evaluate the relationship between perceived training quality and perceived benefits. The multi-dimensional perspective of training requires a testing for empirical evidence. There exist a visible shortage of the body of knowledge related to trainee's motivation and perceived benefits and perceived needs and perceived benefits. Most of the previous studies are only concentrating on the way in which the training is being done and planned.

In brief the review of literature could provide a clear direction in which a theory needs to be developed in the various gaps that was observed.

Reference

Abdul, R., Khan, G., Khan, F. A., Khan, M. A., Agrawal, M., Chari, K., … Ghods, M. (2014). No Title No Title. *Journal of Workplace Learning*, *2*(2), 68. http://doi.org/10.1007/s00181-006-0092-3

Afsar, B. (2010). LEADER ' S INFLUENCES ON TRAINING EFFECTIVENESS, *12*(2), 597–608.

Brinia, V. (2011). Project : a trainee-oriented training method , an empirical approach, *1*(2), 169–186. http://doi.org/10.1108/20423891111128926

Calvo-porral, C., & Novo-corti, I. (2013). Perceived quality in higher education : an empirical study, *31*(6), 601–619. http://doi.org/10.1108/MIP-11-2012-0136

Chahal, H., & Kohli, R. (2006). Managers attitude towards technology orientation in ssis of chandigarh-mohali industrial clusters, *6*(1).

Chang, W. (n.d.). STEPPING STONES TO SUCCESS : A COMPARISON OF STAKE- HOLDER GROUPS ON PERCEIVED BENEFITS REGARDING, *7*(July 2014).

Chen, P. (2011). The Relations between Learner Motivation and Satisfaction with Management Training : An Empirical Study in Taiwan, *28*(1).

Chung, Y. (2013). Trainee Readiness For Diversity Training, *8*(2), 77–85.

Clemenz, C. E., Golparvar, M., Barazandeh, A., Atashpour, H., Heilmann, S. G., Hobbs, S. E., … Global, I. (2008). Information to users. *Journal of European Industrial Training*, *3*(1), 659–672. http://doi.org/10.16953/deusbed.74839

Clinch, N. C. (2011). Feedback : Baby-Boomer Manager Offends Millenial Trainee, *12*(5), 25–39.

Coppage, B. R., & Shastri, T. (2014). Effectively Applying Professional Skepticism to Improve Audit Quality The Meaning of Professional Skepticism, (August), 24–29.

Dawn, S., Dennis, P., Michele, K., Patrick, M., & Gary, C. (2000). Training motivation in organizations : An analysis of individual-level antecedents : JMI JMI.

Edum-Fotwe, F. ., & McCaffer, R. (2000). Developing project management competency: perspectives from the construction industry. *International Journal of Project Management*. http://doi.org/10.1016/S0263-7863(98)90075-8

Fardaniah, S., Aziz, A., & Ahmad, S. (2011). Stimulating training motivation using the right training characteristic, *43*(1), 53–61. http://doi.org/10.1108/00197851111098171

Golparvar, M., Barazandeh, A., & Atashpour, H. (2012). The relationship of training climate with perceived organizational effectiveness in a manufacturing factory, *6*(24), 7310–7317. http://doi.org/10.5897/AJBM11.2925

Gordon, G. L., Shepherd, C. D., Lambert, B., Ridnour, R. E., & Weilbaker, D. C. (2012). The training of sales managers: current practices. *Journal of Business & Industrial Marketing*, *27*(8), 659–672. http://doi.org/10.1108/08858621211273600

Grady, O. (1987). Video Through the Eyes of the Trainee.

Hamade, R. F. (2006). Correlating trainee attributes to performance in 3D CAD training. http://doi.org/10.1108/03090590710734345

Hassan, P. F., Griffith, A., & Stephenson, P. (2005). An Empirical Study of the Training Needs of Site Managers within the UK Construction Industry. *Construction*, *1*(September), 95–104.

Herbert, J., & Harvey, W. (1986). Perceived Benefits of Professional Certification.

Howard, J., & Raymond, A. (2006). MOTIVATION TO LEARN AND COURSE OUTCOMES : THE IMPACT OF DELIVERY MODE , …

Ismail, A., Foboy, N. A., Abdullah, N. A., Mat, N., Khan, Z., & Makhbul, M. (2014). Effects of Administrator ' s Role in Training Programmes and Trainees ' Motivation on Training Maintenance, *9*(2), 54–65. http://doi.org/10.2478/jeb-2014-0002

Journal, H. I., & Global, I. (2008). Relationship between Trainee Attitudes and Dimensions of Training …

Journal, J. P., & Global, I. (1986). HRD and the younger trainee.

Kalargyrou, V., & Woods, R. H. (2011). Wanted : training competencies for the twenty-first century, *23*(3), 361–376. http://doi.org/10.1108/09596111111122532

Ligon, J., & Talukder, M. (2007). The Role of Formal Education, Technical and Management Training on Information Systems (IS) Managers' Managerial Effectiveness as Perceived by Their Subordinates, *20*(1), 23–35. http://doi.org/10.1111/j.1937-8327.2007.tb00429.x

Ling, C., & Corresponding, K. (2010). Education Quality Process Model and Its Influence on Students ' Perceived Service Quality, *5*(8), 154–166.

Long, L. K., Dubois, C. Z., & Faley, R. H. (2008). Online training : the value of capturing trainee reactions, *20*(1), 21–37. http://doi.org/10.1108/13665620810843629

Mpinganjira, M. (2011). Perceived benefits and barriers to export involvement : Insights from non-exporters, *5*(September), 9116–9124. http://doi.org/10.5897/AJBM10.1641

Newburry, W., Belkin, L. Y., & Ansari, P. (2008). Perceived career opportunities from globalization : globalization capabilities and attitudes towards women in Iran and the US, 814–832. http://doi.org/10.1057/palgrave.jibs.8400335

Nguyen, K. T., & Kim, K. (2013). The Impact of Situational Factors on Pre-Training Motivation, *10*(1), 109–121.

Nikandrou, I., Brinia, V., & Bereri, E. (2009). Trainee perceptions of training transfer : an empirical analysis, *33*(3), 255–270. http://doi.org/10.1108/03090590910950604

Psychology, D. P., & Global, I. (1995). Trainee characteristics and the outcomes of open learning.

Rao, S. (2012). PERCEPTION OF EMPLOYEES ' AND MANAGEMENT TOWARDS HRIS MODULE WITH DEPARTMENT LEVELS OF RESPONDENTS IN KPCL COMPANY, 145–150.

Ronald, J. (1995). Benefits of formal training courses within a professional se.

Sahinidis, A. G., & Bouris, J. (2008). Employee perceived training effectiveness relationship to employee attitudes, *32*(1), 63–76. http://doi.org/10.1108/03090590810846575

Sarah, K. (1994). The missing link : Evaluating training programs.

Sharon, S., & Elwood, F. (2002). The effects of personality , affectivity , and work commitment on …

Stock, A. (2010). Time Management Training and Perceived Control of Time at Work, *144*(5), 429–447.

Strickland, O. J., Santiago, J., Fuller, S., & Dueñas, P. (2013). Training Transfer Behaviors : The Roles of Trainee Confidence , Knowledge , and Work Attitudes, *13*, 11–21.

Sullivan, A. H., & Adele, H. (2005). Copyright 2005 by.

Supervision, W., & Global, I. (2003). Training that sticks.

Training, L., & Global, I. (1994). Linking participants ' motivation with preferred learning methods.

Umashankar, V., Kulkarni, A., Carlzon, J., & Airlines, S. (2002). Employee motivation and empowerment in hospitality, rhetoric or reality – some observations from india, *2*(1).

Weissbein, D. A., Huang, J. L., Ford, J. K., & Schmidt, A. M. (2011). Influencing Learning States to Enhance Trainee Motivation and Improve Training Transfer, 423–435. http://doi.org/10.1007/s10869-010-9198-x

Young, A., & Perrewé, P. (2004). The Role of Expectations in the Mentoring Exchange: An Analysis of Mentor and Protégé Expectations in Relation to Perceived Support. *Journal of Managerial Issues*, *16*(1), 103–126. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=10453695&AN=12670684&h=uX/gRZVbnn8q4lJcWOYdr0JwxnISmEc1njcDbGq1phPlR1Rko3pkCNi68HhOzf0qBm52lmTsHxsyOPMP9DdCcA==&crl=c

Zwaanswijk, M., Verheij, R. A., Wiesman, F. J., & Friele, R. D. (2011). Benefits and problems of electronic information exchange as perceived by health care professionals : an interview study. *BMC Health Services Research*, *11*(1), 256. http://doi.org/10.1186/1472-6963-11-256