Chapter I

Introduction
Chapter - 1

Introduction

The advancement of information technologies has contributed to the exponential growth in corporate e-learning in recent years. This revolution enables employees to obtain an intimate learning experience without attending a brick-and-mortar facility. As organizations strive to enhance their competitiveness by constantly promoting continuous learning culture, online training continues to grow in popularity as organizations strive to better meet their immediate and strategic needs for a flexible, well-trained workforce (Kosarzycki et al., 2002).

Technologies have great potential benefit to offer learning and training however this is a complex multifaceted area. Technology based instruction represents a new recent pedagogical paradigm that is excited about, new technologies. The rapid technological advancement over the past decade has fuelled an enormous demand for the integration of modern networking, information and computational tools with classical pedagogical instruments.

Learning with technology typically involves utilizing a variety of IT and multimedia resources for online learning, course management, electronic course material and novel tools of communication. The online learning and training market are blooming world wide. Surveys conducted by leading global market research firms have indicated that online learning and training will follow an upward moving graph and that more and more organizations and individuals will implement this mode of training.
The key contributors to the growth of this segment will be companies that spend increasing amount on knowledge management within their organizations. The other key driver for growth would be training where mid-career professionals would be drilling themselves on the web. The IT revolution has brought about sweeping and multifaceted changes and has enabled the digital representation of all the important forms of expression, words, music, numeric data, maps, photographs and eventually voice and video and global exchange of all digital information with the steady growth in telecommunications they would soon be able to disseminate their own digital content in so many ways to many people worldwide.

THE GROWTH OF E-LEARNING:

Starting from Computer Aided learning/Computer Based learning/Programmed Instructor (PI) the latest development or shift in paradigm has been towards online learning/training called by various other names like web based training / E learning which applies to the area of training in organizations. The introduction and continued development of various technological advances have influenced a philosophical change in learning and training. This shift is, (one from) knowledge being fixed to a certain time and place to knowledge that is accessible anytime, anywhere, and anyplace and at any pace. This flexible shift “creates the potential for a change in the way, learning is transacted from those who provide information to those who receive it”. Evolution – Network Computing
E-learning is a instruction that is delivered electronically, in part or wholly-via web browser, through internet or intranet, or through multimedia platforms such as CD-ROM, or DVD. Also, as defined by the American Society of Training and Development (ASTD): “E-learning refers to anything delivered, enabled or mediated by electronic technology for the explicit purpose of learning.” “E-Learning is the automation of the processes of learning and training through the use of IT”

In the corporate world, where decentralization is the buzzword, companies depend largely on e-learning capabilities for coordination of their various activities, for example, mutual working on a physically dispersed project. Their dependence is also in terms of employees training and orientation. Today, every big or small organization wants to incorporate E-learning in their network. This has resulted in a wide range of tools in the market for e-learning modules and every customized help is readily available in this regard.

Further web-based training refers to courses available an intranet, internet or extranet and that are linked to learning resources outside the course, such as references, electronic mail, discussions and video conferencing.” It can also be defined as an alternate term for E-learning. It is the integration of instructional practices and internet capabilities to direct a learner towards a specified level of proficiency in a specified competency. Web-based training also has pragmatic components, anytime, anywhere, accessibility of training, and just-in-time delivery of training.
E-TRAINING IN ORGANIZATIONS

E-training resembles e-learning in many ways, especially in terms of methods of delivery and technology used, except that it refers to a shorter time frame of learning which is usually specifically designed to achieve a certain learning objective or skill. Typical types of e-training are video conferencing and web-based training. These technologies purport to permit delivery of learning which is “new, better, cheaper, and faster” (Bardach, 1997; Taylor, 2002) than traditional methods. For the purpose of this study, e-training refers to any type of training provided by organizations via electronic media, which include self-paced learning from the Intranet, learning from CD-ROM at work, training provided by instructors live, through a webcast, recorded sessions of past webcast trainings available to employees and others.

TRAINING AND DEVELOPMENT

Training and development describes the sequence of activities for enhancing the competency level of an individual for improved performance. Training today is strongly focused on talent management, making a positive change in attitudes and mindsets of people. Training is for the present job and development is to equip for the future roles through training.

The training program's success depends on the qualities of the trainer who is to coordinate the program as well as its participants. Some organizations follow the practice of mentoring where the superior acts as a guide, friend, philosopher in shaping the skills of the employee. The organization should provide avenues for employees who have undergone training in forth theory to practice.
The burgeoning demand for the skilled workforce, skills can be inculcated only through training practices. The organization should adopt sound HRD practices to retain the talent pool as there is robust demand for them in the market. Employees prefer staying in any organization, provided they are being compensated on the basis of pay for their performance. The passion to grow faster in the organizational hierarchy through multiple career choices open to employees, adds their attachment to the organization.

The organization maintain competitiveness and keep a highly-trained and educated workforce. Organizations have invested considerable amount of time and resources in e-learning as a supplement to traditional types of training, because it can be simultaneously implemented company–wide, achieve immediacy, consistency and convenience, and is associated with higher profits and lower turnover, thus playing a significant role in training and development (DeRouin, Fritzche & Salas, 2005).

NEED AND IMPORTANCE OF THE STUDY

The Liberalization and globalization of economy leads to powerful and rapid growth of IT Industry and necessity for quick communications to retrench Expenditure as well as to increase the individual efficiency of the employees. These factors lead to compel the need for E-Learning as a quick process, as well as to share opinion among the employees. The globalization of Indian economy, invited many foreign IT Companies in India and the competition has become very high in the organization challenges like, project completion, managing employees, profit management and other administrative problems.
In order to achieve all the management successfully, it is very important to train young and competitive employees, therefore E-Learning and E-training becomes the need of the hour for every IT Companies.

Training needs analysis in the method of matching the staff, skills related to the requirements of the organization. Organization representatives, keeping in view management strategies, can undertake it in-house. This may at times alienate employee by not taking into account their individual professional development needs. Whatever may be the methods, it should be endeavored by the HR manager to balance between the need of the organization and the employees. The organizations require taking help to achieve this end.

RESEARCH GAP

After reviewing national and international literature the researcher identified three predominant lacunae that remain unidentified. Several studies argued E-Learning as a tool to modernize the training and development process, but no study addressed the weightage and effectiveness of E-Learning. Secondly, many studies independently study the two domains of E-learning and Training and development process, but none of them argued the direct relationship between E-Learning and Training and development process. In third phase, both national and international studies predominantly highlighted the sophistication of E-Learning as well as Training and development process descriptively, but none of them acknowledged the importance of empirical measurement of effectiveness of E-Learning of training and development
process. Therefore, this present study attempts to innovatively venture all the above mentioned three gaps which remain un-answered.

**OBJECTIVES OF THE STUDY**

1. To Study the Personal and Organisational Profile of Employees in IT Companies
2. To Analyse the E-Learning Perception and their practices in the study domain
3. To Evaluate the present Training and Development Programme of IT companies in Chennai
4. To Measure the impact of E-Learning factors on Training and Development Process in IT Companies
5. To Find the influence of Personal and organizational profile on Perception of E-Learning and Training and development Process

**HYPOTHESES OF THE STUDY**

1. The factors of E-Learning do not differ significantly
2. There is no significant difference among three types of executives with respect to their perception on E-Learning
3. There is no significant difference among three types of executives with respect to their perception on Training and development Process
4. There is no significant influence of E-Learning Perception on Training and development Process
5. There is no significant influence of personal and organizational profile of employees on their perception towards E-Learning and training and development process.

SCOPE OF THE STUDY

The Indian IT Industry is operating at high speed having its destination in different metropolis like Bangalore, Hyderabad, Pune, Mumbai, Delhi and Chennai. The study area is restricted to Chennai city as all ranges of IT companies have operated/operations in Chennai. The study covers the Perception of E-Learning and Training and development process in IT companies.

Tamil Nadu is a leading contributor in the IT and BPO sector. Chennai is the second leading software exporter in India, next to Bangalore. India’s largest IT Park is housed in Chennai. The contribution of IT industry to GDP has consistently reflected the improved standard of living of the people, change in the lifestyle and increase in the purchasing power of the people. The governmental support to IT industry in Tamil Nadu increased the value of the sector. The assured growth and rising revenues, direct the graduates targeting their employments in IT companies.

LIMITATIONS OF THE STUDY

The study focuses on the Effectiveness of E-Learning in training and development process in IT Companies at Chennai city. The study ponders the general overview with regard to perception of E-Learning, training and development process and these perceptions are subject to conversions in the mere future.
The focus of research in the Chennai context is a limitation, and does not allow for the generalization of the results. The most notable one is the fact that our empirical results were derived from the sample of Chennai city and hence, the concern is that the findings might be country-specific. The period of the study is confined to 2012-2014.

METHODOLOGY

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

Study Area

The Survey is conducted in IT (Software) Companies located in Chennai city. Chennai hosts a number of IT companies making the study realistic and meaningful. The city consists of Software giants, medium and small software units as well.

Chennai is referred to as the Detroit of South Asia. As IT companies have entered the economic arena, their high level of pay has raised the economic standard of young and educated professionals. Chennai, being the metropolitan city, truly represent employees belonging to various strata of the society.

The perception of Chennai has changed and remains the destination of choice for investments. Both NASSCOM and Gartner Inc., a world renowned IT Consulting Company, have predicted that Chennai would be one of the top favored destinations for IT outsourcing by 2020 in India. The attractive parameters include availability of skills, infrastructure, retention of skills, cost of living, political support, access, and overall quality of life. (The Gartner Report)
Population

The following table provides the number of IT Companies registered with the STPI

Sampling Size and Design

Table 1.1 IT Companies in Chennai City

<table>
<thead>
<tr>
<th>S.L. no.</th>
<th>Description</th>
<th>Large Scale</th>
<th>Medium Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Chennai IT Companies</td>
<td>11</td>
<td>215</td>
</tr>
</tbody>
</table>

Source: STPI

Out of 11 Large scale Companies 215 Medium Scale Companies the researcher collected responses from 5 Large scale Companies and 10 Medium scale Companies. These leads to the proportion of 45.45% of large scale companies and 4.65% of Medium scale companies. Even though the medium scale companies are large numbers the researcher is able to collect the most popular 10 IT companies from the population.

The primary data are collected through survey method. The survey is conducted using well formulated Questionnaire. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. Totally 1000 Questionnaires were distributed and 619 collected out of which 500 completed questionnaires were found usable.
The following table contributes the details about the data collection

**Table 1.2 Samples Distributions**

<table>
<thead>
<tr>
<th>Description</th>
<th>Circulated</th>
<th>Received</th>
<th>Rejected</th>
<th>Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large</td>
<td>456</td>
<td>255</td>
<td>009</td>
<td>246</td>
</tr>
<tr>
<td>Medium</td>
<td>544</td>
<td>354</td>
<td>100</td>
<td>254</td>
</tr>
<tr>
<td>Total</td>
<td>1000</td>
<td>609</td>
<td>109</td>
<td>500</td>
</tr>
</tbody>
</table>

**Source:** Primary Data

**Sample Selection**

The multistage random sampling method is applied to collect the primary data. This sampling method is justified as follows: The whole IT industry is confined into Software industry in the first stage of sampling. The second stage is preceded with technical employees working in the Software industry. After these two stages, the random sampling method is applied to obtain the responses from the employees. Hence, the two stages of sampling method is justified to collect the samples from the Software companies.

**Questionnaire Design**

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to training and development. The first part of the Questionnaire comprises Demographic factors with optional questions. The second part includes yes/no questions regarding E-Learning Details. The third part consists of Modules of E-learning. The fourth part consists of Perception statement regarding E-Learning. The fifth part comprises of statements about Training
and Development in the organization. All relevant statements are included to derive responses.

**Scaling Technique in the Questionnaire**

The questionnaire used comprises both optional type and Statements in Likert’s 5 point scale. The responses of these sections are obtained from the employees of IT companies in the 5 point scale, which ranges as follows:

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree

**Secondary Data**

The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

**Pilot Study**

A pilot study was conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires are collected from 60 respondents and Cronbach’s Alpha Criterion was applied to test the reliability. The value determined is 0.766 proving the reliability of the instrument. The quality of the questionnaire was ascertained and the test showed high reliability. The variables considered in the analysis are satisfying the normal probability distribution. Based on the pilot study, the questionnaire was modified suitably to elicit response from the sample group.
DATA ANALYSIS

The Primary data collected are analyzed using the SPSS (Statistical Package for Social Sciences) computer packages.

The Statistical tools used for obtaining results are as follows:

1. Factor analysis by the principal component method is applied over six factors of E-Learning, Perception to determine the predominant factors among them.
2. The ‘K’ means cluster analysis which is useful in classifying the employees Perception with respect to E-Learning.
3. One sample T-test is exploited logically to underpin the exact employee perceptions of Training and development given by your Organization.
4. One way analysis of variance (ANOVA) is applied to ascertain the influence of Personal and organizational variables over E-Learning and Training and development factors.
5. Non-parametric chi –square is useful in justifying the association between employees perception on E-Learning, E-Learning details as well as Modules of E-Learning:
6. The multiple-regression is used to find the influence of E-Learning effectiveness over the training and development Process.
7. The structural Equation modelling method is applied to construct an empirical model.
CHAPTERISATION

Chapter I

Introduction deals with the concept of Human Resources, E-Learning, Effectiveness of E-Learning, Need and importance of the study, Statement of the Problem, Objectives of the Study, Methodology, Scope and Limitations of the Study

Chapter II

Sketches the review of related literature relevant to the present Study

Chapter III

Deals with the conceptual framework and Profile of IT Companies in Chennai

Chapter IV

E-Learning, Perception – An analysis

Chapter V

Impact of E-Learning on Training and Development process – An analysis

Chapter VI

Summary of Findings, Suggestions and Conclusion– Scope for further Study - summarizes all the results obtained through statistical analysis to arrive at conclusions and to offer suggestions.