Chapter II

Review of Literature
Chapter - 2

Review of Literature

The sustainability of growth of the IT Sector depends on the degree of importance given to human resource. The appropriate human resource development practices adopted by the HR department, remain the driving force behind the rapid growth of IT companies. This also helps in recognizing and overcoming crucial challenges faced by the industry.

People are the key success in all types of organization, especially in IT organizations. Training the mass is the crucial problem that the country is facing to meet the demands of IT Sector. Improving the skills and knowledge of the potential employees to make them employable, is the target to meet the needs. The skilled work force if not assessed properly and paid for their performance, has more probability of shifting to another company. The IT companies are compelled to adopt strategic methods to evaluate the knowledge workers. Providing them the opportunity to grow within the organization through career prospects adds impetus to the study of HRD practices.

The following review details the contribution made by various researchers and experts. These are reviews oriented. The reviews are oriented towards the objectives of the study.

1. E-Learning Elements

E-Learning has developed into a revolutionary way of learning in Indian organizations due to rapid growth in information technology infrastructure. The present study endeavours to determine the critical factors that influence e-Learning effectiveness in the organizations.
Mohit Gupta (2013) made an attempt to identify operator Training at ABC Confectioneries India Pvt. Ltd. The author selects sample from the production unit of Chennai plant. In the beginning stage of training, the organization provides the training manually, after that the training system is changed. The author found that the training given through technology based will increase operational efficiency and safety by reducing errors committed due to lack of operational knowledge.

Tien-Chen Chien (2012) investigates the influences of system and instructor factors on e-learning effects under the interactions of computer’s self-efficacy, and also examined the factors of e-learning system, is functionality, interaction, and response. The factors of the e-learning instructor are attitude, technical skills, and instructional method. The authors finally conclude that both system and instructor factors have positive influences on e-learning effectiveness; HRD managers need to pay more attention to issues in both areas. High computer self-efficacy can result in better training effectiveness; therefore, it is necessary to pay attention to enhance employee’s computer skills and their confidence in using e-learning.

Ramayah, T. et al (2012) made an attempt to identify an assessment of E-training Effectiveness in Multinational Companies in Malaysia. They examined 163 employees in multinational companies through survey method. By integrating Technology Acceptance Model (TAM), Delone and McLean information system success model and Expectation Confirmation Model (ECM), the study tested the causal pathway of the factors that could predict the effects of e-training. The result of the study revealed, that motivation to learn management support and organization support were significant predictors of user satisfaction, however, self-efficacy, ease of use, and content of training were not significant.
Amita Maxwell (2012) examined impacts of information and communication technologies (ICT) and the associated rise in E learning which is now recognized world over, for transforming training and learning. With the other segments in the IT industry that have been greatly impacted by the revolutionary changes taking place in the areas of technology, the training market too gets affected by some of the new developments. The author found that organizations need to consider the cost and benefits in order to make use of the latest form of training.

Abdul Rahim, et.al. (2012) examined the effect of perceived organizational support on the transfer of training outcomes in the workplace. They analyzed the perceived organization support and transfer of training in the organization. The result of the study indicates that there is a moderate effect of perceived organizational support on the relationship between learning and transfer of training.

Thurasamy Ramayah, T et.al (2012) made an attempt to identify the e-Training effects in multinational companies in Malaysia. They analyzed the factor that could predict the effectiveness of E-training. The results of the study reveals that the motivation to learn management support and organization support were significant predictors of user satisfaction; however self efficacy, ease of use and content of training were not significant.

Lee, Y.H et.al (2011) investigated the factors affecting business employees behavioral intention to use the e-Learning systems. The result of the study shows that the five perceptions of innovation characterize significant influenced employee’s E-Learning systems and behavioral intention. The findings suggest that
the organization decision makers in planning, evaluate and execute the use of E-Learning Systems.

Minhong Wang, et.al (2010) had examined a performance oriented approach to e-learning in the workplace. They identified the problem by taking the fundamental elements of the workplace learning environment, including the learner, organization, learning content and social context, and their relationships. They used the Kirkpatrick’s model to clarify the organizational goals. They took the pre and post test of 20 employees for this research. The authors found that KPI Oriented e-learning system is more significant for those organizations, giving training through e-learning and also found that according to the training managers the greatest challenge is cost related to e-learning.

Hisu –Ju-Chen (2010) had examined the liking employees’ E-Learning systems use their overall job outcomes. The author found that E-Learning systems served as useful and satisfying employees. The use of Employee e-Learning system is significantly associated with overall job outcomes.

Bill Lee and Catherine Cassell (2009) made an attempt to identify learning organizations, employee development and learning representative schemes in UK and New Zealand. The authors aim to investigate whether the learning representative schemes in UK and New Zealand (NZ) may address disparate opportunities for learning. The authors found that the UK scheme allows trade unions to initiate vocational and non-vocational learning opportunities locally.

Long, Debois and Faley (2008) E-Learning training is emerging as an important training trend, as increasing number of business organization managers
begin to use E-learning training solution as a method for delivering training in a cost-effective manner.

**Runar Normark Olafsen and Dilek Cetindamar (2005)** the authors examined the E-learning in a competitive firm setting within Norwegian company. They focused on e-learning technologies for organizational learning within a commercial environment. A model has been developed to represent those factors that determine organizational learning. The result of the study reflects the high performance of e-learning program. They also highlight critical issues concerning the successful implementation of e-learning technologies to achieve the knowledge sharing, that is required for organizational learning.

**John Stephenson (2003)** investigated E-Learning in the workplace and proposals for its effective use in European unions and how companies are making use of the Internet to enable employees to contribute to and tap into e-resources and experience directly relevant to their learning needs. The author found an online support system that can be built around the personal initiatives and the needs of individual employees within a culture of support and reward. The author concludes that designers and providers of work-based online learning need to bring together the principles of constructive pedagogy, an understanding of the dynamics of learning at work, sensitivity to user motivation and the need for recognition.

**Mohamed Ibrahim & Sherif Kamel (2003)** investigated the effectiveness and applicability of internet based training in corporation of Egypt. The author analyses the SWOT for executives of the organization. The author found that online training is a good method to increase their knowledge and skill of their executives.
Training given through technology based will increase operational efficiency and safety by reducing errors committed in the work. This Way E-Learning will reduce the error, reduce the time taken for training and decrease the cost of the training.

2. E-Learning Process

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

Bernard galleries et al (2013) investigated the acceptance and appropriation of two videoconferencing systems for training: virtual video conferencing and remote videoconferencing. They examined 60 employees’ perceptions, attitudes and behaviors during real training sessions. The author found that satisfaction with the virtual class is greater satisfaction with the remote class. The result showed that there is a significant higher perceived usefulness in virtual training.

Yi-Hsuan Leea, et.al (2011) focused on how the technology accepted the model to examine the employees’ attitudes and electronic learning (e-learning) systems in Taiwanese organisations. This study examines four factors (organizational support, computer self-efficacy, prior experience and task equivocality) that are believed to influence the employees’ perceived usefulness, perceived ease of use, attitudes and intention to use e-learning systems. The
authors finally concluded that E-Learning model increase productivity of their business processes and improve employee participation and satisfaction.

Jui-yen Yen and Shu-chih Chen (2010) investigated the perspectives from the TRAM Model on Adopting e-Learning. The samples for this research were collected from 24 companies in the chain and the franchise industry (CFI) in Taiwan and focused on managing and workers' response in adopting e-Learning technology. The authors used TRI and TAM models to examine the managers and workers perceived readiness and easy use of e-learning. The result of the study showed that both managers and workers in CFI tend to concentrate on the perception of ease of use on their attitude toward the use of e-Learning.

Jerzy Kisielnicki and Olga Sobolewska (2010) aimed to analyze the relationship between e-learning training and the increase of intellectual capital of the companies, trained in Poland. The authors examined the comparative studies between many factors like tangible and intangible assets, Intellectual Capital in Literature and Business Practice, book value and the market value, Intellectual Capital, and the Company’s Development in the New Economy environment, traditional and e-learning training's costs. Additionally, they looked at the Strategic Analysis of E-Learning Training. Factors which influenced the decision of conducting training for the employees with the use of e-learning technology. The advantages of e-learning trainings in the employers and trainings companies opinion, Trainings and the creation of the intellectual capital, and how the clients assess the e-learning trainings. The result of the study showed that there is a positive relationship between e-learning and Intellectual capital of the companies trained. Also, they stated that the introduction of e-learning as a method of
training employees, analyzed in a long period of time, becomes a much more cost effective investment than the training methods used in a traditional way.

Subrahmanian (2010) focuses on whether the training programs at India Post is need based, to ascertain how far the training is useful to improve the performance and to check the effectiveness of the training program. The author takes a sample of 513 permanent employees. The result of the study revealed that the information is very much useful in assessing the overall accuracy of the model.

Richard D. et al (2009) investigates technology, trainees, meta-cognitive activity and e-learning effectiveness. The purpose of this study proposes that the effects of individual learner characteristics and technology characteristics of e-learning outcomes. They examined 914 individuals in an online introductory information systems course examines the relations between general computer self-efficacy (GCSE) model. The result of the study indicates that there is a significant relation to course satisfaction and utility judgments.

Eyal Sela and Yesha Y. Sivan (2009) aim to find out Enterprise E-learning success factors. They found nine success factor these factors have been classified into “must have” and “nice to have” factors. They interviewed 11 companies which follow E-learning in their organization. According to the findings these nine factors were implemented by the authors.

Henry L. Steen (2008) examined the major problems that an eLearning designer faces and selects those that best meet their needs and constraints. The author used cost effective and efficient methods for e-learning training to the managers and identified the fact that there is no One-size-fits-all approach to the design of eLearning. Finally the author found that E-Learning course in the organization saves travel, administration and facility costs. There are also
significant savings realized that they are less time away from work. More importantly, effective eLearning results in improved learning and business productivity.

Holly M. Et al (2008) made an attempt to identify the cross-disciplinary research on e-learning from workplace learning. The study provide an integrated e-learning design model that represents main areas of e-learning research and suggests competencies for e-trainers.

Norton & Hathaway (2008) had analyzed the limited scope within the business literature that indicated a lack of scholarly research and pedagogy on whether E-Learning training is an effective method for training employees in the business field when compared to traditional training. Business managers are unable to make proper training decisions without comparative result.

Employing the Unified Theory of Acceptance and Use of Technology (UTAUT), Chiu and Wang (2008) showed that performance expectations, effort expectancy, computer self-efficacy, attainment value, utility value and intrinsic value are the significant predictors of an individual’s intention to continue using Web-based learning; while high levels of anxiety exhibited a significant negative effect. These findings suggested the beneficial effect of positive subjective task value in stimulating learners’ intention to continue using Web-based learning.

Malaya Kumar Nayak and Poonphon Suesaowaluk (2007) made an investigation to identify advantages and disadvantage of E-Learning management system in organizations. The authors focused on how the e-learning systems will effectively use with the help of experts and professionals in the organization. The
authors found two factors, namely instructional factors and organizational factors to perform their role effectively in their organization.

Klaus Reich, Friedrich Scheuermann (2007) focused on E-Learning challenges in Australian SME’s. They found some major obstacles for implementing E-Learning in SME’s like hierarchies, power, balance, controls, general esteem for training and likelihood of transferability and also they found the majority of SME’s are family enterprises. The authors concluded that there is still much to be discovered about how people learn using different technologies, particularly in relation to interactivity, and how materials can be developed and structured, to enable all learners to make effective use for them.

Chiu et al. (2007) integrated the Information Systems success model and fairness theory to highlight variables that affect learners’ satisfaction. They found that information quality; system quality, system use, distributive fairness and interactional fairness have significant positive effects on satisfaction. Other variables such as procedural fairness and satisfaction play significant roles in learners’ intention to continue using Web-based learning.

Suzie Moon, et al (2005) made an attempt to identify the development of a workplace-based e-learning programs for small and medium enterprise (SME) managers in five European countries. They take samples of 250 employees for this study. The authors found that the SME managers wanted an online course that aimed to help them learn more effectively in the workplace. Finally, the research provides reflections on the efficacy of the design process that resulted in the formation of the design principles, and also the prospects for e-learning programs in supporting accelerated learning in the workplace.
Max Zornada (2005) made an attempt to identify E-Learning and the Changing Face Of Corporate Training and Development and also the author identified some key emerging trends and practices in the field and lessons that can be learnt from the experiences of organizations reviewed, for the successful deployment of e-learning strategies. The study focused on how several major corporations in Australia and in the Asia Pacific region are more broadly applying e-learning technologies to support the implementation of their training and development strategies. The key problem of the approach is related to the fact that the majority of the staff members would use the knowledge gained on an ad hoc basis due to the normal variations in the flow of work and personnel allocations. The author used field based and desk based interview for this study and also cost is the main advantage of E-Learning in the workplace. It concludes that organizations are using e-learning as an increasing part of delivering the training strategy.

Yunus Kathawala and Andreas Wilgen’s (2004) focus on E-Learning: Evaluating from organization prospective. They examined the benefits such as cost effectiveness, productivity improvement, customized learning, faster learning with better retention, risk free, interactive and community building, traceability, IT Skills, storage of content and knowledge and other benefits. The authors used five level model, based on kirkpatricks’s traditional model like Reaction, Learning, Behaviour, Result and Return on investment. The research finally concluded that the benefits and drawbacks of E-Learning are based on general opinion rather than on thorough research. Some benefits, like cost savings, productivity improvement, arise from training in general and it remains unclear whether the benefits of e-learning are simply more efficient way of training or whether it offers additional advantages.
Rita Benninck (2004) made an attempt to identify the implementation of e-learning from the corporate perspective. The author aims to analyse what are all the issues found for implementing E-Learning in the corporate world. These include models, key drivers, barriers and recommendations for success. The author finally concluded that there is no doubt that e-learning will grow and will change as technology moves ahead. It will become an integrated part of the way everyone learns in future and issues of ‘liking or disliking’ e-learning will be irrelevant. Rather, the questions of effectiveness and efficiency will continue to dominate and be a challenge in the world of corporate training.

Hansen, et al (1999) examined the E-Learning process and the strategy for managing knowledge. The authors found two very different knowledge management strategies in a place. In companies that sell relatively standardized products that fulfill common needs, knowledge is carefully codified and stored in databases, where it can be accessed and used-over and over again-by anyone in the organization. The authors warn that knowledge management should not be isolated in a functional department like HR or IT. They emphasize that the benefits are great-to both the company and its customers-when a CEO and other general managers actively choose one of the approaches as a primary strategy.

E-Learning training in the organization saves travel, administration and facility costs, improve employee participation and satisfaction. Organizations are using e-learning as an increasing part of delivering the training strategy. This process in the organization will improve their training strategy and increase the morale of employees.
3. Training and development

Training is a specific service with different goals and target groups, because that is very difficult to build a right model and achieve a high level of effectiveness of training. By introducing e-learning, it becomes more significant in its application for e-training, but it is not now in the literature and practice about the effectiveness of e-training. This paper describes the model of effectiveness as characteristics of training process quality.

Sanghamitra Chaudhuria et al (2014) examined the relationship between training and organizational commitment by focusing exclusively on outsourced training. The result of the study showed that there is a positive relationship between specific measures of employee perceptions of quality, usefulness and supervisor support for outsourced training with organizational commitment.

Deshmukh D. k, et al (2013) examined the importance of training due to its role and investment of Monnet Ispat & energy, limited in Raipur. The sample was collected from non-executives of the company. They initiate training radios which can be used to develop a framework for staff training in the organization.

Pallavi P and Kulkarni (2013) examined the role, importance and advantages of training and its positive impact on the development of the organization. And also they concentrate on training which imply constructive development in such organizational motives for optimum enhancement of quality of work life of the employees. Training and development programs help in improving the employee’s behaviour and attitude towards the job and also uplift their morale. The result of the study indicates that the training and development program increase the employees’ quality of work life.
Ananthapadhanabha Achar’s (2013) present study was undertaken to measure and assess the effectiveness of the current T&D programs and also to analyze the challenges in evaluating the Training and Development programs in SMEs. Further, an attempt has been made in the study to identify and discuss the key facilitators and inhibitors of promoting effective Training and Development. The result of the study indicates that training program fetches the real benefits for small and medium size enterprises to achieve their organizational goals.

Tabea Eleonore Scheel et al (2013) investigated the HR Practices and their impact on the psychological contracts of temporary and permanent workers. The author found that the Permanent employees’ PCs benefit more from this incongruous, than to temporary employees’. The result of the study indicates that incongruence in distribution of training is positively related to PC fulfillment perceptions, and being in an advantageous position, it is positively related to a higher perception of PC fulfillment for permanent employees.

Alessandra Lazazzaraa et al (2013) investigated the factor influencing the training opportunities for old workers. The authors found that the training decreases strongly with age, while highly skilled old employees with low absenteeism rates are more likely to enjoy training opportunities. The results of the study indicate that older workers displaying positive performance are more likely to receive training than older workers who perform poorly. Suggesting that training late in working life may serve as a reward for good performance rather than as a means of enhancing productivity.

Szu-Fang Chuang (2013) examined the status and challenges in employee training and development (T&D) in Taiwan organization. These studies cover the
following factors such as government intervention, vocational and technical education, social network, and organizational structures are the key factors that influence T&D practices in Taiwan. Taiwanese government plays a major role in promoting value-added production and skilled workforce in the organizations via developing various national labor enhancement policies, strategies and regulations by providing a set of training subsidy for employee’s T&D. The result of the study indicates the practices regarding employee T&D which has received the greatest attention from the Taiwanese enterprises because of the dependency upon skilled and professional employees to improve organizational performance.

McNamara T.K.et al. (2012) focused on the effects of two training-related measures (i.e) average days spent on training an employee per year, the extent of concentration and organization performance like level productivity, the rate of innovation and rate of turnover for the organization. The result of the study indicates that training related measures positively affected the level of productivity in Anglo nation, but that the effect of extent of concentration was smaller for organization with older age profiles.

Li jia, et al (2012) examined the effects of employee training on the relationship between environmental attitude and firm’s performance in sustainable development in manufacturing firms in china. They found that employee training may also have a positive direct effect on firms’ performance in sustainable development. The result of the study shows that this relationship can be better understood by taking into account such human resource management practice as employee training. With better employee training, a firm’s correct environmental attitude should be more likely to help improve its performance in sustainable development.
Manoj Metha (2012) investigated customer satisfaction survey of training and development programs for human resources development department of manufacturing organizations. The author examined three manufacturing organizations and their impact on the employee’s behavior, skills and education level. The results of the study indicating that the overall satisfaction level is excellent but it does not mean that there are no areas that need to be improved. The satisfaction levels vary across different groups that have been divided upon gender, age, tenure in the organization, position and department.

Tay K. McNamaraa et al (2012) investigated the effect of training on organizational performance. The result of the study indicating that training provided by the organization, as measured by the average number of days that employees spent on training, would be positively associated with several measures of organizational performance.

Harish Jaina et al (2012) had examined the innovative practices adopted by Indian and foreign high-tech firms operating in India as well as Indian human resource management (HRM) managers’ perceptions of ‘ideal’ staffing practices. The results revealed differences between foreign firms’ perceptions of innovations in HRM (HRMI) and their Indian counterparts. There is a greater emphasis on parent, subsidiary alignments in foreign MNCs, something that Indian MNCs is less concerned with. For now, the Indian MNCs are clearly focused on managing performance from within, and have to put in place the innovative culture-building practices.

Huadong Yang et al (2012) examined the connection between employees’ perception of training in terms of perceived training related benefits, supervisor
support, access training and types of commitment. The author found employees' perceptions of training are related to their commitment to the organization. The results revealed that perceived training-related benefits are positively associated with continuous commitment, especially for employees with a high individual self-control; perceived supervisor support for training is associated with effective commitment, especially for employees with a high relational self-control and perception of access to training is positively related to normative commitment, especially for employees with a high collective self-control.

**Gregory John Lee (2012)** examined the firm size and the effectiveness of training for customer services firms in South Africa. The author found that there exists effectiveness of the training in moderate effect on firm size with regard to relationship between training and customer service among firms in South Africa. Unique elements include the placement of training within an overall high-performance HR system, customer service as an outcome, and the South African context. The result of the study indicates that the benefits of training for customer service do increase significantly in terms of firm size, with substantial benefit, only occurring in large firms.

**Deborah Brighta and Anita Crockett (2012)** had investigated training combined with coaching can make a significant difference in job performance and satisfaction. The author found that the test and measure are the most effective Performance Control Practices used in the workplace, to increase performance, while simultaneously mitigating the negative effects of stress. The result of the study shows that when compared to the control group, that showed a significant difference in their ability to identify solutions to issues that positively impacted their work to be done, their effectiveness when being criticized, their heightened
ability to deal with changing priorities are more effectively dealing with tight
deadlines and turning around the assignments.

Wendy Hardman et al (2012) examined the employees to persist with
online training in Canadian organizations. They also examined the entry level
employee’s training in the organization. They found that online training in
Canadian, has a positive impact over training and development process and it has
very good impact on entry level employees in Canadian organization. The result of
the study shows that online training for entry level employees is one of the key
factor for training and development process.

Corine Boone, et, al (2011) had investigated the relationship between
perceptions of HR practices and employee outcomes: examining the role of
person–organization and person–job fit. The data are collected from employees
from two large scale organizations in Netherland. The result of the study shows
that, for existing employees, the perception of P-O and P-J fit also significantly
relate to employee outcomes and also suggest that these perceptions are strongly
related to employee’s attitude as well as their feeling of fit with the organization
and their job.

Divina M. Edralin (2011) examines the current training and development
experience and the emerging best practices of large scale corporation in the
manufacturing and non-manufacturing sectors in Philippines. The result of the
study indicates that importance of training is that, it helps to improve job
performance. Companies implement technical training slightly more than
behaviour training. The implementation of extensive continuing training and
development programs, not only for the improvement of technical competence, but
for the development of cultural behavior and values congruent with that of the company’s core values and philosophy, is one of their emerging best practices that stimulate innovation.

**Wanda M. Costing & John Salazar (2011)** had looked into the impact of human resource practices on various organizational outcomes and they also investigate the relationship between training and development, employee job satisfaction, loyalty and intent to stay in four lodging properties in United States. The authors found that employees who perceive they have the opportunity to develop new skills are more satisfied with their jobs, more loyal and more likely to stay with the organization.

**Henry Ongori and Jennifer Chishamiso Nzonzo (2011)** critically examine in detail the benefits, approaches and evaluation techniques applied in the training and development of employees in an organization. They selected 61 managers in different organizations. The authors found that training and development of employees increase organizational effectiveness and enhance competitiveness. Finally, the study will encourage various managers to understand the need for training and development of employees in their organizations.

**Saharan (2011)** highlighted that most of the organizations are taking feedback from employees for training effectiveness to maximize its benefits. In the ceaseless drive for a competitive edge, companies subscribe to the belief that smarter, better trained workers increase chances for success. The study explains the perspective of employees having different qualification and experiences towards objectives, behind imparting training in organizations.
Divina M. Adrenaline (2011) investigated the training and development practices of large companies in Philippines. They examined the current training and development experience and the emerging best practices of large scale manufacturing corporations in Philippines. The author found that the implementation of extensive continuous training and development program not only for the improvement of technical competence, but for the development of cultural behaviour and values.

Wand.M. et al (2011) made an attempt to identify the relationship between training and development, and employee’s job satisfaction, loyalty, and intend to stay in four lodging properties in United States. Results indicate that the employees who perceive they have the opportunity to develop new skills are more satisfied with their jobs, more loyal, and more likely to stay with the organization.

Jaya bhasin & vinod kumar (2011) had examined the gap between the existing training programs and training needs of the operational level personnel in TATA Teleservices Ltd., in Jammu. The authors also study the relationship between Training provided by the organization and Job satisfaction of the employees. The author found that the training is to develop a training policy in accordance with the business plans of the company, and to make every employee in the organization, to work closely with the line managers to determine training needs. All training sponsorship should be entirely need-based and to make it mandatory for every person attending training to give a presentation and submit an action plan on how input from training can be implemented. The results of the study suggest that the job rotation policy in tune with the business goals of the organization is strongly suggested. This would lead to multi-Skilling and increase the commitment level of the employees, resulting in better production.
Alexander Newmana et al (2011) had examined the impact of employee perceptions of training on organizational commitment, and the latter's relationship with turnover intentions. They highlight the importance of training as a tool to enhance the affective organizational commitment of employees, and reduce turnover. The author found that both types of commitment are negatively related to turnover intentions, and that affective commitment has a stronger impact than continuous commitment.

Natalie Govaerts et al (2011) aims this exploratory study is to elucidate the notion of ‘learning patterns’ and to present a provisional typology of learning patterns within organizations. The author found that in a provisional typology there are 5 basic learning patterns and 16 variations. The result shows that the typology of learning patterns ‘under construction’ can serve as a heuristic tool for further research in the configurations of workplace-learning.

Ignace Ng and Ali Dastmalchian (2011) examined the link between training and perceived contribution of training to enhanced productivity or cost reduction. The result of the study indicates that the perceived benefits of training are further enhanced by the presence of human resource management practices that either encourages employees to undertake training that provides a systematic assessment of post training effectiveness.

Thang Ngoc Nguyena et al (2011) examined the role of training and its impact on firm performance in Vietnam and china. The author found that training is positively related to firm’s performance and reveals some convergences of HR training in both countries. The result of the study reveals that the different stages of industrial and economic development, cultural features, and institutionalization of
these countries, however, provide some constraints on the degree of this convergence.

AlYahya Mohammed Saad and Norsiah Binti Mat (2011) examined the effectiveness of training and development through Kirkpatrick model. The author found that the measurement of improvement in the employee’s knowledge, skill and behavioral pattern within the organization is the result of the training program. The result of the study indicates that the model of training effectiveness for the adoption, by the human resources development executives, is their planning design and implementing training programs.

Ramachandran (2010) has made an analytical study on the effectiveness of training programs of different cadres of employees working in a public sector organization. The result reveals that employees differed in the effectiveness of training programs on the basis of demographic characters. It is also inferred that the experience and education of the employees of an organization is predominating and determining factor of the training program.

Vijit Chaturvedi (2010) examined the factors affecting training decisions of employees in the service industry. The author found that the type of training objectives, resulting implications of the job methods, methods which focuses on including multi-skill are more preferred by the employees. The result of the study suggests that improving training as a learning function in the service industry.

Marina O. Latuha (2010) made an attempt to identify the main approaches for organizing and training senior executives in Russian companies. The results of this study indicate that introducing the integrative approach to build a training and development system for top and mid-level managers seem to add to
the development of the organization’s dynamic capabilities at the personal and group levels of organizational behavior, which ensures efficiency and competitiveness in a quickly changing global environment.

**Antonio Giangrecoa et al (2010)** examined the trainee’s reactions to train and trainee’s overall satisfaction with the training. The author found that the trainee’s reaction towards training is higher for overall job satisfaction. The result of the study indicates that female workers are perceived more presence in training and overall satisfaction with the training.

**Kate Hutchingsa et. Al (2009)** had investigated the Perceptions of the effectiveness of training and development of ‘gray-collar’ workers in the People’s Republic of China. They took samples of 310 skilled and semi-skilled employees from Beijing. They are classifying the perception like, T&D practices have been implemented in organizations to develop gray-collar workers, T &D practices are effectively perceived by employees and any differences in perception of training effectiveness by age, gender and position of workers. The result of the study shows that while the surveyed organizations are investing heavily in both on- and off-the-job training, employees’ perceived value of such difference marked accordingly to age and position. Training had provided greater opportunities for promotion, an increase in salary, increased their technical abilities, improved their understanding of the business, prepared them better for future job assignments, developed skills to do a number of jobs, increased confidence to undertake work tasks, and taught them about the organization’s values.

**Kate Hutchingsa et al (2009)** investigated the perceptions of the effectiveness of training and development of ‘gray-collar’ workers in People’s of
China. The results of the study show that the majority of respondents reported that they had received off-the-job training provided by their organization during work time, very few indicated that they had received organizational support for study, and most of the off-the-job training was in the form of occupational skills training program and did not involve ‘behavioral’ or interpersonal skills training which might assist with career development.

Jie Shen and Brant Lang (2009) examined the cross cultural training policies and practices and its performance in MNE’s in Australia. The author found that most of the MNCs did not provide in-country lecture-style training; all the interviewees acknowledged that its provision, to a certain extent, could lessen culture shock and help expatriates to adapt to new working and living environments. The result of the study indicates that the Short-term assignments had a stronger impact on expatriates in terms of cross-cultural adjustment and reducing expatriate failure rate than did in-country Cross culture training.

Xiao Sun and Catharine Ross (2009) made an attempt to identify training of the Chinese manager using overseas training and development. The author found that Chinese managers are receiving new ideas and concepts in other foreign countries. The result of the study shows that it has very good impact on the overseas training and development for Chinese manager.

Irene Nikandroua et al (2008) had examined the relationship between training and development and performance of national and organizational factors, examine whether the direct relationship between T&D and firm’s performance is significant and whether it is affected by national and organizational factors. The
author found that there is a moderate relationship between T&D and firms performance.

**Nai-Wen Chi et al (2008)** examined that the training increase the SME’s performance. The authors found that the alignment between training needs and training, implementation leads to higher SME performance suggest that higher levels of training need attenuate the positive relationship between FDI-related training implementations and SME performance. The result of the study indicates that the FDI, training needs, and training, implementation are all positively and significantly related to SME firms performance.

**Andrew Smith & Erica Smith (2007)** investigated the role of training and development of human resource management in Australian organizations. The author found that there is a development of much strong link between training and business strategy in many organizations. It appeared from this research that employers, increasingly conscious of value for money from their investments in training were demanding that training be much more deliberate aligned with the strategic needs of the organization. The result of the study indicates that the increasing strength of the link between the three classic elements of human resource development – individual career development, organizational development and training.

**Narasimha rao (2006)** study focused on training and development of human resource in selected public and private sector undertakings. The objectives set for the study were to examine the training practices in selected public sector undertakings and to study the perception of managers about the usefulness and techniques used in training. The respondents felt that training was essential for
individual growth and development to enhance productivity. The author found that the top management of the selected organizations realized the importance of training and its impact on managerial people.

Ravi Dasari (2006) investigated the major issues faced by the IT companies, i.e. employee’s retention and its impact on organizational effectiveness. The cost of turnover was high, especially for those high performers. The managers played a vital role in employee’s retention, by understanding the nuances. This paper emphasizes that smart companies adopt the strategy of hiring employees for their attitude and training to be given to their skill development. It was also observed that the companies were looking for people with analytical ability, teamwork and leadership potential besides innovative skills. The paper explored that companies with strong and adaptive culture earn a significant premium over their competitors, making the nurtur of such cultures is exceedingly desirable. It is highly adaptive organizational cultures which are able to reduce their employee attrition.

Sonal Saxena (2006) elaborates on major challenges faced by the IT industry in the era of human resource development. HRD activities must be considered with the development efforts of the organization to mobilize the employee’s potential. In order to reach a new level of maturity and strength the IT companies were expected to thinking in new dimensions. The major findings of this descriptive research conducted among five IT organizations through a questionnaire survey confirmed the existence of effective HRD climate.

Alan Sweeney (2005) highlight the IT skills gap existing in the organization and promote training and development as a solution. The target
audience is kept in mind and the usage of third party training to plug in skill gaps is considered. The resultant improvement is identified in the form of the reduced IT skill gap between required and acquired skills.

**Carol Rainsford, Eamonn Murphy (2005)** investigated the issues relating to the impact of technology enhanced learning in an industrial setting in Ireland. Seven companies participated in the study depicting the experience of implementing technology enhanced learning. The author found holistic approach to implement technology based initiatives in terms of learner acceptance, relevance to the job and the effectiveness of training practices.

**Michal Graham (2005)** examines the shortage of IT skills and ways of combating it. The methodology covers the identification of training needs, assessment of available skills and willingness of the employees to embrace knowledge through learning. The author found that the organization's formulating an on-going process of IT training to fill the skill shortage.

**V.N. srivastara, et al (2005)** investigated the recent trends in training process making the program more practical and relevant. The organization required continuous improvement upon the design, content and delivery of training programs. The study focused on talent management making a positive change in attitudes and mindsets of people. The paper also discussed the performance management process, linking training and development goals. The authors found that continuous improvement of training efforts leads to higher performance.

**S. Yuvaraj (2005)** highlighted the various factors affecting the effectiveness of training programs. It analyses the various reasons for the success or failure of a training program. The study emphasized the significant role played
by the trained workforce. Indian industry facing the fast development track should adopt updated training techniques to keep pace with the change. The study also identified that the success of the training program depended on the selection of the right type of participants, the training faculty and the methodology used. The author found that the reason behind the effectiveness of training programs are encouraging companies to organize and evaluate quality training programs.

Anil Norohia (2005) focused organization transformation relating to establish future goals, develop individual’s competencies to align with organizational goals. The success of an organization is determined by applying knowledge to practice skill, to achieve desired results. The author ascertained that the culture in the organization should harness the inherent talents and competencies of individual employees focusing on organizational requirements.

Anil Kumar C.S et al (2005) aimed at examining the critical issues of work life balance among new age professionals. Their emphasis on work, life and inability to find time to spare on other facts of life were drastically affecting the social and personal life of the IT professionals. These factors had a negative impact on the work performance, and increase the stress level. The new age knowledge work demands stretching beyond normal office hours leading to work stress. The study also identified that the Indian scenario is more prone to work life balance with growing IT business. It has become imperative to solve this sound planning on the part of the individual through work scheduling and compartmentalizing activities.

Aradhana Khandekar, Anuradha Sharma (2005) investigate the role of human resource capacity (HRC) in organizational performance and sustainable
competitive advantage (SCA) in Indian global organizations. The authors proved that human resource capabilities positively correlate to organizational performance and considered as a significant predictor of sustainable competitive advantage.

**Guido M.J De Koning (2005)** identifies the flaws inherent in two of the most common performance evaluation approaches and do discuss two evaluation methods to give positive results. The components of any PMS included the way by which the company captures, quantifies, measures or evaluates employee’s performance and to find the link between performance and reward. The range of rewards offered (financial recognition, growth opportunities) company’s plan for developing employee’s competence. The study suggested, establishing a performance driven culture in the organization.

**Gunavathy J. S & Vidhya Jayaraman (2005)** conducted a dip-stick survey to have an understanding about the employees' views on the 360 degree appraisal system prevalent in the organization. The objectives of the study included the perspectives of employees view on a 360 degree feedback system relating to its merits and demerits. The authors found that this method of performance feedback leads to the growth and development of employees. Even though it is identified to be an effective performance measurement tool, getting effective appraisal is a difficult task.

**Jai Yashwan, et al (2005)** study was conducted amongst different software professionals working for four Indian software firms. They focused on the factors influencing the performance of the individuals in this industry. The study was tested using structural equation models. The perception of higher level of
organization policies was identified as a major reason for burnout and higher level of co-operation, expertise in teams reduced the burnout.

**Pallab Bandyopadhyay (2005)** aimed at comparing traditional industries with that of professionals in the IT industry looking for self defined career and success. It was found that innovative way of satisfying internal career needs could help with the retention of IT professionals. The study observed that the IT industry is contributing enormously to the Indian economy by earning foreign exchange through export of manpower services and product development. The blooming Indian IT sector is represented by the growth of software industry.

**Mercedes U´beda García (2005)** examined the training and business performance of Spanish organization. The author found that the Spanish firms show that the training policy has a significant impact on form performance.

**Subarna M. Tuladhar, (2004)** has identified the significance of training in this article. Training provides trainees with learning opportunities to enhance their effectiveness to contribute to organizational performance. The author found that the training is a systematic arrangement of learning experience in the pattern which would provide the most learning in the shortest possible time. Identification of training needs, formulation of objectives, designing training, implementing training and assessing its effectiveness are identified to be the five components of a systematic training approach.

**Jennifer A. et al (2004)** examined the link between gender and career and personal outcomes among IT professionals. The gap seemed to be wider in IT arena, at all levels of employment, especially at the top level. The data resulted in their general categories and individual career issues (preparation of an IT position,
professional goals, elements of the IT work environment a team based environment, flexibility of hours worked, work verses personnel life balance and gender care issue in IT). This study concluded with the findings about career development issues among IT professionals. It is proposed that continued trend analysis is suggested in tracking changes, taking place within this field.

Stavrou et al., (2004) identified the main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources – i.e. managers.

Winfred Arthur Jr et al (2003) examined the relationship between specific training design and evaluation features and the effectiveness of training in organizations. They used meta analysis for evaluating the effectiveness. The result suggests that the training method used, the skill or task of the characteristic is trained, and the choice of training evaluation criteria is related to the observed effectiveness of training programs.

Ogunu (2002) examined the management training and development programme of Guinness Nigeria PLC, Benin City with a view to ascertain its relevance, adequacy, and effectiveness. A convenience sampling design is adopted, whereby the researcher used all the 50 management staff of the company’s Benin Brewery as subjects for the study. The author found that facilities for staff training are adequate for effective training of management staff, training programs for management staff are relevant to the jobs they performed, and the training programs undergone by staff member do indeed improve their performance and effectiveness at work.
Yadapadithaya (2001) investigated current practices of evaluating training and development programs in the Indian corporate sector on the basis of data collected from 252 respondent companies – 127 private, 99 public, and 26 multinational corporations (MNCs). The author found that high pressure for increased quality, innovation, and productivity acts as a major driving force for the Indian corporate training and development programs and also prove/agree that training and development function are related to the measurement and evaluation of training effectiveness.

Srivastava, et al. (2001) evaluated the effectiveness of various training programs offered by the in-house training center of Tata Steel, Shavak Nanavati Training Institute (SNTI), India. Effectiveness of training is measured in terms of various outcomes such as satisfaction level; reaction and feedback from participants. They find that the satisfaction levels of participants, their superiors, and divisional heads are above average for all types of programs. The participants are benefited out of the programs, but transfer of learning was not as expected from their supervisors. There are changes in the post-training performance ranging from 10 to 37 per cent. Training programs could meet the objectives only to a limited extent.

John McCartney and Paul Teague (2001) examined the private sector training in the labor market in Ireland. They find that the training in private sector labor market has very good impact on the labor market. The result of the study shows that the adequate supply of suitable skilled labor is increasingly regarded as the requirement of on-going revisions and adjustments to public institutions and firm’s activity.
Campbell (1998) suggested that evaluation can provide a sense of satisfaction and accomplishment to the personnel, associated with a course or program. Everyone needs feedback on how they are doing, and evidence that the training is worthwhile, is a source of pride. Apart from this, periodic evaluations are necessary to assure optimum training relevance, effectiveness, and cost efficiency.

Richard Teare (1997) focused on how managers learn best in the workplace. The author suggests that more and more organizations are attempting to establish a culture of learning that values the knowledge that employees have derived from learning how to perform effectively in the workplace.

Lewis and Thornhill (1994) examined the relationship between training evaluation, organizational objectives, and organizational culture. Explicit recognition of organizational objectives linked to an integrated approach to train evaluation will certainly improve the effectiveness of evaluation. The absence or ineffective practice of training evaluation within so many organizations are directly related to the nature of organizational culture.

Summarizing up of Training and development

After exploring the literature review on training and development, it is found that training and development program is essential in all types of industry. The need for training, training methods and effectiveness of training are logically followed in all the organizations to increase individual efficiency, organizational efficiency and productivity of the organization. It also creates a good impact over research articles forces to underpin the training methods adopted in IT companies and the respective perception of the employees. The effectiveness of training and
employees' views about pre training, during training and post training are essential in organization to measure its utility of human resource.

The above studies show that IT/ITEs sector has a major contribution to the development of Indian economy. Apart from direct benefit, it is bringing about the indirect benefits improving the socioeconomic status. The effective deployment of human resource is bringing about improvement in the quality of life. A focused approach for all stakeholders to identify, monitor and improve the available, abundant human resource is needed.

Training the human resource to meet the requirements of the organization has become imperative. The various methods adopted to evaluate the order to gain career moves compels the workforce to put forth their best. There are different studies concentrating on the individual aspects of training, performance and career. This study is carried out to find out the effectiveness of E-Learning in Training and development process.