Chapter VI

Summary of Findings, Suggestions and Conclusion
Chapter - 6

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The research on "Effectiveness of E-Learning in Training and Development Process (A Study with Special Reference to Select IT Companies in Chennai City) is undertaken to fulfil the five objectives presented in the earlier portion of the thesis. Based on the objectives of the research, corresponding findings and suggestions are presented in this chapter.

In the first chapter the focus on understanding the concepts of E-Learning in training and development process in detail. This is done by extracting from multitude definitions and approaches of various authors. It also explores the statement of problem, objectives of the study, methodology, scope and limitations of the study.

The next chapter sketches the review of literature pertaining to the present research work. Nearly 100 literatures have been compiled to identify the research gap. This chapter is divided into three parts like E-Learning Elements, E-Learning Process and Training and development Process which are dealt in detail with the relevant past research work done by various authors of international as well as national level, from books, workshops, websites and seminar.

The third chapter deals with the conceptual frame work of E-Learning in training and development, meaning of E-Learning given by various authors, E-Training in Organizations, Adoption of E-learning, E-learning in Different Corporate Settings, Relationship between E-learning and training and development, Impact on E-Learning in training and development process, Training
and development in IT industry, Information Technology industry in India, Entry of IT industry in Indian scenario, Status of IT industry in Tamil Nadu, IT at Chennai Level, HRD Practices in IT.

The fourth and fifth chapter outlined the research methodology process. A discussion of the study’s survey is presented and its adoption is justified. To obtain the data, the researcher circulated nearly 1000 Questionnaires and collected 619 out of which 500 completed questionnaires were considered fit and selected for detailed analysis.

Descriptive statistics like percentage analysis, one way t-test, factor analysis, clusters, multiple regressions and for association, non parametric tests like chi-square and ANOVAs were used to analyze the data. Finally,

Findings

6.1 Influencing of Demographic Variable of E-Learning Process

It is evident from the research that the majority of the respondents are male. This shows that men are more interest to work in IT Companies compared to Female respondents. The E-Learning Process in IT Companies in the age group ranging from 25-35 are found more in number, exhibiting a high level impact over E-Learning in training and development process.

It can be understood from the analysis that, the most of the respondents belong to a computer science group. While examining the analysis, it is found that higher junior level employees of IT companies are more in number than the other two levels. It is confirmed from the analysis that 5 to 10 years of experienced people are more in IT companies when compared to other
categories of employees. It is expounded from the research that most of the employees receive Rs: 25000 to 50000 as monthly income in IT sector.

6.2 E-Learning Details

- It is proved that the most of the IT companies possessed good infrastructure support and very few of them have no proper infrastructure facilities in IT companies. It is revealed from the analysis that most of the IT company are availing good communication lines, Excellent quality computer, Digitalised LAN. A minimum number of IT Companies are not using these facilities in a good manner.

- It is found from the analysis that maximum number of IT companies are having audio video conference facilities in their organization. A very least number of IT Companies are not using these facilities.

6.3 Modules of E-Learning

- It is confirmed from the analysis that there is huge number of IT Organizations that Used Blogs and very less number of organizations have not used this method. It is revealed from the analysis, that moderate number of employees agrees that conference resources are followed in their organizations. It is found from the analysis that maximum number of IT companies in Chennai city follows online accredited learning opportunities and online meeting and discussion groups and few IT companies does not follow this method.

6.4 Factors and clusters of perception of e-learning process

- The IT Company employee perceived that their E-Learning process Factors Depend on Six factors like Employee impact, organizational impact, technical impact, Knowledge and skill development, work culture change and meeting
competition.

- Employee impact in an organization has positive manner. E-Learning, training gives effective changes in their training programs. User satisfaction is a strong predictor of individual impact.

- E-Learning Training in Organization have a greater impact that new technology adopted work culture is to be changed, cost and time is to be reduced, international national co-operations also increase. Behavioural change and organizational impact measurements should be used on a longer time horizon, to evaluate the progress and currency of the management development program.

- E-Learning, training increases the training and computer skill of employees. This training provides the changes in attitude of an employee and reduces the time and cost of an organization.

- Knowledge and skill development is one of the most important element of E-learning training. It gives an advanced level of training to the employees and increases knowledge. Respectively, organizations are under pressure for enhancing the knowledge and the skills of their employees and workers.

- The new technologies introduced in the organization changes the working pattern and work culture and employee commitment also increase. This training provides the updating old talents to new ones. This training method provides a solution the real life problems of the employees.

- The learning process is characterized by rapid change, globalization, intense competition, and information technology evolution In the digital economy, corporations in order to survive, must be constantly alert, capable of adapting to fast change, constantly learn, evolve, and transformes rapidly. Hence this
factor is called meeting competition.

- It is confirmed from the analysis that three cluster centers have been identified, namely Dynamic employees (23%), Believers (25.4%) and skilled Employees (51.6%). It is found that 23% of IT employees are dynamic and they strongly agree to employee Impact, organizational impact, technical impact, knowledge and skill development and meeting competition. It is found that 25.4% of IT employees are Believers and they moderately believe in all the impact and perception. The third group of Skilled employees consist of (51.6%) who have strong agreement towards Knowledge and skill development and work culture change and they have moderately agreed to Employee impact, organizational impact, technical impact and meeting competition.

6.5 Associations between employees perception on E-Learning, E-Learning details as well as Modules of E-Learning:

- It is found that 87.8% of Dynamic Employees agreed to have an excellent infrastructure support to E-Learning process in IT Companies. There is a deep association between infrastructure support of the organization and employees’ perceptions on E-Learning process in the IT organization which is crucial in deciding the employees’ perception on E-Learning.

- It is an evidence that 82.6% of Dynamic employees agreed to the first rate communication line IT Companies. There is no association between Communication lines of the organization and employee,s perception on E-Learning process in the IT organization. It is not a deciding factor to employee’s perception on E-Learning.

- It is found that 72.2% of Dynamic Employees are granted with Electricity and power Supply in IT Companies is excellent manner. There is no association
between Electrical power supply of the organization and employee’s perception on E-Learning process in the IT organization. It does not dependent on employee’s perception on E-Learning.

- It is found that 96.5% of Dynamic Employees are satisfied with IT Company Computer Quality. There is no association between the Computer quality of the organization and employee’s perception on E-Learning process in the IT organization. It is not associated with employee’s perception on E-Learning.

- It is confirmed from the analysis, that 97.4% of Dynamic Employees are agreed to the fact that IT companies have proper LAN facilities. There is no association between LAN of the organization and employee’s perception on E-Learning process in the IT organization. It is not a deciding factor to employee’s perception on E-Learning.

- It is found that 99.2% of believers agrees that IT companies have improved audio video conferences in their organization. There is no association between Audio/Video Conferencing facilities of the organization and employee’s perception on E-Learning process in the IT organization. The factors are not related to employee’s perception on E-Learning.

- It proved from the analysis, that 96.1% of believers agrees to the fact that IT Companies are using blogs in their organization. There is a deep association between Blogs of the organization and employees’ perceptions on E-Learning process in the IT organization that is crucial in deciding the employees’ perception on E-Learning.

- It is found that 63.8% of Believers are agreed to that the IT Companies are availing these facilities. There is no association between Conference Resources of the organization and employee’s perception on E-Learning process in the IT
organization. The factors are not related to employees’ perception on E-Learning.

- It is found that 62.8% of skilled employees are agreeing that, IT Companies have improved E-Book facilities. There is no association between E-Books of the organization and employees perception on E-Learning process in the IT organization. It is not a deciding factor to employees’ perception on E-Learning.

- From the analysis, it is noted that 55.7% of Dynamic employees are agreeing that online accredited learning opportunities are followed in their organization. There is no association between Online Accredited Learning Opportunities of the organization and employees perception on E-Learning process in the IT organization. It is not a deciding factor to employees’ perception on E-Learning.

- It if found that 79.1% of Dynamic Employees are agrees to the fact that IT Companies followed online meeting in their organization. There is a deep association between Online Meeting and Discussion groups of the organization and employee’s perception on E-Learning process in the IT organization are crucial in deciding the employees’ perception on E-Learning.

- It is proved from the analysis, that 55.7% of Dynamic Employees agrees to the fact that IT companies are using online presentation and slide sharing facilities in their organization. There is no association between Online Presentation and slide sharing of the organization and employees perception on E-Learning process in the IT organization. The factors are not related to the employees’ perception about E-Learning.

- It is found that 84.3% of Dynamic Employees agrees that IT Companies are
using online resources in their organization. There is no association between Online Resources and tools of the organization and employees perception on E-Learning process in the IT organization. It is not a deciding factor to the employees’ perception on E-Learning.

- It is found that 95.3% of Believers agrees to the fact that IT Companies are using online videos to the employees in their organization. There is a deep association between Online Videos of the organization and employee’s perceptions on E-Learning process in the IT organization which is crucial in deciding the employees’ perception on E-Learning.

- It is found that 89 % of Believers are granted with mobile learning in their organization. There is a deep association between podcasts and mobile learning of the organization. Employees’ perceptions on E-Learning process in the IT organization is crucial in deciding the employees’ perception on E-Learning.

- It is found that 86.1 % of Dynamic employees are agreeing that IT Companies follows social bookmarking in their organization. There is no association between Social Bookmarking of the organization and employees perception on E-Learning process in the IT organization. The factors are not associated with the employees’ perception on E-Learning.

- It is found that 88.7% of dynamic employees are agreeing that IT Companies are using Social networking. There is no association between Social Networking of the organization and employees perception on E-Learning process in the IT organization. It is not a deciding factor to the employees’ perception on E-Learning.

- It is found that 71.3% of dynamic employees are agreeing that IT Companies are follows web-based training modules. There is a deep association between
Web-base training modules of the organization and employees perception on E-Learning process in the IT organization is crucial in deciding the employees' perception on E-Learning.

- It is found that 67.8% of dynamic employees agrees that IT Companies follows webinars and web conferencing. There is a deep association between webinars and web conferencing of the organization. Employees’ perception on E-Learning process in the IT organization are crucial in deciding the employees’ perception on E-Learning.

- It is proved from the analysis that 52.4% of Non-Induction training programs are used in IT Companies. There is no association between Non-induction training program of the organization and employee’s perception on E-Learning process in the IT organization. It is not deciding the employees’ perception on E-Learning.

- It is found that 53% of the employees emphasis the training that is used in IT Companies. There is no association between emphasis on training programs of the organization and employees perception on E-Learning process in the IT organization. It is not deciding the employees’ perception on E-Learning.

- It is found that 52.7% of Performance assessment training is followed in IT Companies. There is a deep association between Performance assessment of employees and employees’ perceptions on E-Learning process in the IT organization that is crucial in deciding the employees’ perception on E-Learning.
6.6 Employees Perception on Induction Training, Organization care, Non-Induction Training, Effectiveness of Training, pre training, during training post training and training benefits of the employees, employer and customer benefits:

- It is found that the employees in IT companies strongly agree that induction training program are well planned policy/practices that are clearly explained. The employees moderately agree that the induction training program consists of senior executives with special interest to spend time with new staff and there is a sufficient duration of training programs to offer to the employees.

- It is found that the employees in IT companies strongly agree to the fact that organization cares to the course content/case studies / live examples and location of the organization. The employees moderately agree to the fact that the organization cares for the improvement in business process, skill set enhancement and improvement in business processes.

- It is found that the employees in IT companies strongly agree, that Non-Induction training programs are for project delivery and to make employee skills higher for better quality and career growth. The employees moderately agree that the Non-induction training programs are to promote employee’s work life balance between health, yoga, meditation etc.,

- It is confirmed from the analysis that the employees in IT companies strongly agree, that the effectiveness of the training program are differentiating your company in a competitive space and helps to achieve career growth. The employees moderately agree that the effectiveness of training program performs better and improve the quality of delivery in the project and acquire better skills.
• It is proved from the analysis that the employees in IT companies strongly agree to the fact that Pre-training program are the HRD department programs, that conducts benefiting and debriefing sessions for the employees assigned and there is a well designed and widely shared training policy in the company. The employees moderately agree that Pre-training program is carefully chosen after collecting enough information about their quality and suitability.

• From the analysis it is found that, the employees in IT companies strongly agree that During-training program are the quality of internal company programs that are excellent and training program are handled by competent faculties. The employees moderately agree, that in during-training program manager are eager to help their juniors to develop through training.

• From the analysis it is found that, the employees in IT companies strongly agree that during the Post-training programs managers utilize and benefit from the training program and right climate to implement new ideas and methods through training. The employees moderately agree to the post training program changes are observed after attending the training program and there are necessary advancements in the organization.

6.7 Influence of Personal and organizational variables over E-Learning and Training factors

✓ It is found from the analysis that the male employees in IT companies perceived more organizational impact, Technical Impact, Work culture change, Organizations care, Employee impact and Customer benefits of E-Learning than female employees.

✓ It is found from the analysis that the 25 – 35 years of age group employees in IT companies perceived more organizational impact and Effectiveness of
Training and 40 and above years of age group of employees in IT companies perceived more during training and Post training of E-Learning than other categories of employees.

✓ While examining the analysis it is found that the Unmarried employees in IT companies perceived more Technical impact, Knowledge and skill Development, Work culture change, Meeting competition, Induction training and Customer benefit of E-Learning than Married Employees and married employees in IT companies perceived more effectiveness of training, Pre-training, during Training and Post training of E-Learning than other unmarried of employees.

✓ It is found from the analysis that, the Computer science employees in IT companies perceived more organizational impact of E-Learning than Non-Computer Science Employees. Non-Computer science employees in IT companies perceived more customer benefit, Meeting Competition and during training of E-Learning than Computer science employees.

✓ It is revealed from the analysis that middle level employees in IT companies perceived more organizational impact, Knowledge and skill Development, organizations care and effectiveness of training programs of E-Learning than the other levels of Employees. Junior level employees in IT companies perceived more meeting competition, Non-Induction training, Pre-Training, during training and employer’s benefit of E-Learning than the other two levels of employees.

✓ It is found from the analysis that the 10 to 15 years of experience of employees in IT companies perceived more organizational care, effectiveness of training, pre-training and employer’s benefits of E-Learning than the other categories of
Employees. Above 15 years of experience of employees in IT companies perceived more of post training, Non-Induction training and employee’s impact of E-Learning than the other two levels of experience of the employees.

✓ While examining the analysis it is found that, 75000 to 100000 level of income groups of employees in IT companies perceived more Technical Impact, knowledge and skill development, meeting competition, organization’s care, employer’s benefit and Customer benefit of E-Learning than the other level of income groups of employees.

6.8 Influence of E-Learning Perception on Elements of Training and development

It is understood from the regression analysis that the employees impact on E-Learning process really helps them to overcome skills during induction training. A technicality involved in E-Learning Process is also found useful during the employee’s induction training program in IT Company. The Knowledge & skill development acquired by the employees during the E-learning process gives a momentum to the employees in their induction training program. The main aim of E-Learning ability is to meet the competition.

The regression analysis reveals that the employee’s impact on E-Learning process really help them in organizational care. Organization impact implicated that E-Learning process is useful during the organizational care of the IT Company. Work culture change is managed by the employees during the organization care tends to have determined effects over the care of the organization. The employee has a strong belief that the organizations take care of conducting the training program as they are of greater value in addition to
the organization knowledge also adds to the participants. It is observed that the proper training schedule and upgradation of technology boost their confidence to face cutting edge technology and increasing competition.

It is expounded from the research, that Organizational impact of the E-learning process is one of the major impact of training effectiveness. Competition is one of the main activity of organization that leads to increase the business opportunities in IT company. Employees of software companies profoundly believe that the project delivery with improved quality is possible through effective training program. They also believed that the organization can prove its competitive space with increasing competition by performing better. The organization with effective training makes the employee acquire better skill sets proving a way to grow at a faster pace.

It is understood from the regression analysis that the organization takes utmost care in delivering quality program to attain organizational objectives through fulfilling individual by remaining a learning organization. In the digital economy, corporations in order to survive, must be constantly alert, capable of adapting to fast change, constantly learn, evolve, and be transformed rapidly.

Since the regression fit is good enough to explain, the individuals of E-Learning Perception influence are not significant. This shows that during the training process of IT Company employees the E-Learning process creates a cumulative impact over the Training and Development Process. It can be further ascertained that during the training process of IT Company all the E-Learning elements play a crucial role in flinching the effects of training and also ascertain to implement training perfectly.
It is found from regression analysis, the employees in IT Company perceived that, the effective E-Learning process in their organization are very useful for them in the post training period. In particular when they implement the training process in work environment it makes them to realize the effectiveness of the E-learning process. They are also able to realize the effectiveness of E-Learning Process when they meet the challenges in the job at the time of heavy competition. Employee’s impact and Meeting competition are highly significant in influencing the Post training in IT Company.

It is observed from the regression analysis, that employee’s impact, organizational impact, technical impact and meeting competition has a strong effect on the dependent variable of Employee’s impact. This infers that the employee’s benefits of training and development process plays a vital role in IT company. In IT Companies the employees obtain their benefits through the E-Learning process which offer those individual skills, organizational effectiveness and also technical skills to meet the challenges amidst heavy competition.

It is found from the analysis, that it has a close relationship with the Employer benefits over training and development process in IT company. E-Learning improves training and development and its has create technical impact and useful for the organization to meet the technical challenges.

It is evident from the analysis, that E-Learning perception is highly significant to Customer benefits of IT Company. In relation to customer benefits the views related to the accuracy of work done at the lowest cost is possible through
timely delivery and smooth interaction. The IT company employees perceived that the E-Learning process is one of the effective tool to acquire individual skills, knowledge, technical skills with maximum ability to meet out the challenges in the working environment.

6.9 Hypotheses Testing

1. The factors of E-Learning differ significantly

2. There is a significant difference between three types of executives with respect to their perception on E-Learning

3. There is a significant difference between three types of executives with respect to their perception on Training and development Process

4. There is a significant influence of E-Learning Perception in Training and development Process

5. There is a significant influence of personal and organizational profile of employees on their perception towards E-Learning and training and development process.

6.10 Suggestions

1. The study ascertained a significant effect of the induction training program in IT Industry. So, the top level management in IT Companies may take measures to implement an intensified training program in their organization.

2. The learning program in IT Industry is an indispensable tool to upgrade the employees. So, the IT companies may invest more funds on arranging the learning program both theoretically and practically.

3. It is observed from the analysis that the induction training programs in IT companies are to identify the non-performers and to give rigorous training
program for their improvement. So, the top level management may adapt a flexible operation to identify the non performer without affecting their morale.

4. The IT Professionals have started realizing the significance of work life balance with high pay package organizations, for such factor gains, there is a reduced attrition through enhanced training programs.

5. The IT companies determine the worth of the employees based on self evaluation, evaluation by appraiser and by the reviewer which could be made absolutely transparent to increase the reliability of the organization among its employees.

6. It can be suggested that with the assured expansion of IT market the job opportunities are sure to boost up, which could be sustained only by developing skill sets making the workforce employable and trainable and guiding the market with excellence through the quality of Indian way.

7. There is a continuous development and research for technologies that increase reliability and applicability of e-Training worldwide; and there is a rapid development of communication and information technology in India in particular.

8. Organizations should not only concentrate on planning, organizing and providing budgets for employee training, but should also demonstrate value for the employees themselves, especially their contribution, and care about their well-being.

9. Values and caring can be shown, by considering the employees’ opinions, supporting the employees’ career goals, considering the employee’s welfare
as a human and as well as an employee and provide support or help the employees when they face a problem.

10. Organizations value employees contributions and take care of their well being, it will directly affect employees effectiveness in transferring the training outcomes in the workplace.

11. The study suggested that system developers, designers, and institutional purchasers of e-learning systems carefully consider the needs of the employees and ensure that selected systems effectively meet these demands.

12. All the selected (ITES) IT organizations conduct Exit Interviews. Around three-fourth of the respondents believe in the utility of Exit Interviews as a tool to reduce Employee Attrition and improve Employee Retention. Thus, it can be inferred that Exit Interviews are a highly effective tool for improving the level of Employee Retention.

13. A wide range of Employee Retention strategies has been employed in different organizations to retain their manpower and they vary from one organization to another.

14. Similarly, the organizations should develop effective career planning programs for the employees after they attain significant work experience in order to ensure professional development opportunities within the organization itself so that the employees do not have to look for professional growth opportunities outside their organization.

15. The organizations should employ the Women Related HR Practices to attain the female workforce. It is recommended that the organizations should provide Fair and Equitable Treatment as well as Security at the
Work Place to the women employees so as to improve their retention as these have been reported as highly significant for attainment of retention of women employees by a majority of the respondents.

16. It is suggested that the organizations should incorporate certain fun-related activities, get together, and stress relieving games and other such activities so as to reduce the monotony of the work associated with the ITES jobs.

17. Govt should encourage separate training agency that is responsible for providing ICT training to IT sector organizations.
6.11 Conclusion

E-Learning training plays an important role in transforming an organization into a learning organization and that e-learning is an important tool for accelerating the effectiveness of organizational learning. The continuous developments in information and communication technology had a remarkable implications on the learning process at large, including training and development process. Respectively, with the increasing competition worldwide, corporations will revert to innovative technologies such as E-Learning Training to save on cost and maximize on productivity and effectiveness. This study demonstrates that when employees perceive that their organization increase values of their contribution and cares about their well being, it influence employees to apply the knowledge, skills and attitudes they learned in training at their workplace.

E-Learning, training has a very good impact over the training and development process and influence all the levels of training and all methods of training in the organization. This leads to increase in employee’s morale, confidence and easy accessibility to any difficult task given by the organization. Employees at lower and middle levels are influenced by monetary rewards, whereas the top level people are professionals, career oriented, money is not the only major factors determining their decision. Excellence through quality is emphasized to widen market, leading to timely delivery, less cost and less rework. Employees with a passion are preferred to uplift the IT Company as well the individual themselves. Those companies which provide learning opportunities on the job through training and job rotation, are considered as highly preferable companies.
The IT Company’s products are improved because of adapting E-Learning training to the organization. These changes lead to a change in the economic growth of the country. Information technology can play a major role in overall economic development of the country. India has a comparative advantage in the global IT sector, at least in terms of cost. Today’s global economy, increasingly depend on the quality and productivity of its human capital. Building human capacity must be based on clear and dynamic strategies that can effectively respond to the rapid changes taking place. Companies must be capable, therefore, of adopting and adapting new technologies. They have to continuously upgrade themselves, and stay ahead of changes by learning, re-learning and by making continuous enhancement of skills and knowledge, pertinent to business strategy in their pursuit of increasing product quality and market share.

6.12 Scope for further Studies

The current study is an attempt to analyze the Effectiveness of E-Learning in Training and Development Process in IT Companies in Chennai. In the course of the study, various aspects like the Effectiveness, perception of E-Learning and Training and development process were given due facet. The area of the study is quite vast and it also gives sufficient scope for further research topics which are outlined hereunder:

1. A comparative study between E-Learning in Two different industries
2. A separate study can be done for strategic Training and development Process in IT Companies.