IX.1. Findings

Demographics
In the study the demographic features relating to the sample respondents consists Gender, Age, Educational Qualifications, Tenure, Promotions, and Job Position.

Gender
Of the total respondents (387) who participated in this study, around 63 percent i.e. 244 respondents are male and remaining are female. As the data is collected from 20 companies, with the finding of this study we can conclude that majority of the workforce in IT companies are Male.

Age Group
Majority of the study participants are young with age between 20 and 25 years. As the industry is young and requires young talent with sound technological knowledge, they are recruiting employees directly from campuses and walk-in’s. This may be the reason for young age group has been working in the organizations.

The Eligibility and Educational Qualifications
It is evident from the study that the highest number of respondent employees (145: 37.5 percent) qualification is Bachelor of Technology (B.Tech) being the sample is related to software job field and the organizations have given the preference for B.Tech qualification. However, the organizations have also given the opportunity for traditional degree and Post – Graduate holders in addition to M.Tech and holders.

Tenure of the Employee
The general tendency of any employee will is continuing for a longer period in which organization his career is starting. It is found in the study that the highest number of employees have been continuing in their job in the organization for a period of more than 5 years in which organization they have started their job Career. It is also found that more number of employees have been working in the
organizations for more than 10 years and above. In which organizations they started their job career.

**Promotion and Positions**

It is found that the majority (51.70 percent) of the respondent employees are agreeing that their organizations have been providing the opportunity of promotion and positions. The study is also indicating that the organizations are giving the opportunity of improving of qualifications for their employees so as to get promotions and positions on different cadres.

**The Age group of the respondents based on the Gender**

It is identified that the highest percentage of the age group of male and female employees is in between 20-25 years & 25-30 years respectively.

**Qualifications of the Respondents**

It is found from the study that the software organizations are giving job opportunities for both the male and female candidates with qualification of B.Tech and M.Tech holders as well as traditional graduation and post-graduation degree holders. It is also found that the highest number of employees both male and female is belonging to B.Tech qualification being the job field is software Organization. However, the organizations have also given the opportunity for traditional degree and Post – graduate holders in addition to M.Tech and holders.

**Tenure of the employee in the organization based on the gender**

It is found from the study that the most of the employees irrespective of male and female employees’ tenure of experience is more than 5 years. It is indicating that employees have been getting satisfied in the present organization. Therefore, they are continuing in the present organization for a longer period.
Classification of No of promotions received in the present organization based on the Gender of the respondents.

In the study it is disclosed that almost all employees have got the chance of obtaining the opportunity of promotions. More number of employees have got the promotions from 1-12 times during their period of service.

Promotion opportunities in the organization based on Age and Qualifications

It is significant to be noted that the highest number of respondent employee’s qualification is B. Tech whose age is in between 20-25 years and follows Post Graduate qualified respondent employees are in the next within the age group of 20-25 years. Because minimum qualification of the employees to work in the software job.

Experience of the employees in the organization based on the age

From the study it is found that highest (20.9 percent) of the respondents are in the age group in between 20-25 years.
Frequencies

In the study the frequencies are relating to the variables of HRD concepts – the Training, Learning, Organizational Culture, Innovation, Career Advancement and Performance Appraisal.

Training

Opinions of the employees on sufficient training facilities of the organization

Majority (71.2 percent) of the respondents are favorably agreeing and expressing that training facilities available in their organizations are good.

Additional training and enhancement of employee skills

About 62 percent of the of the respondent employees have expressed that their organization are providing the opportunity of additional training for acquiring of skills

Well designed and widely sharing training policy

Majority (64.1 percent) of the respondent employees felt that their organizations are well designing the training programs with wider scope to share the issue of various job duties and difficulties. They are also expressing that their organizations are treating the training is a policy which will be continuously implemented without lapses.

Training on new knowledge and imparting of skills

It is understood that majority (63.1 percent) of the employees have expressed that their organizations are creating the training programs to acquire the new knowledge, skills from the employees so as to implement the changes required which are affecting the competitive environment.

Post-training - Plan of action

Most of the organizations are planning the employee activities after training by allocating the proper schedule of time to apply and implement the knowledge and skills acquired through training.
Scale reliability

In the present study Cronbach’s alpha value is 0.881, hence the internal consistency can be considered as good and there is reliability in the Employee Training. Hence the instrument / questionnaire used for the study is reliable. All the data is normally distributed.

Cross – Order Correlation

We may conclude that the overall correlation between the variables is high to moderate. The found that there exist a significant association between the independent variable i.e. training with dependent variables.

Learning

Sharing the knowledge – to create the Opportunities

In the study, it is found that sharing the views by the employees will give opportunity to create the things and to make the changes for the development of organization.

Congenial environment encourages the employee to do the things differently

It is found that majority (63.1) of the respondents have expressed that the congenial environment in the organization will give opportunity for the employees to work differently for bringing the change and development to the organization.

Committing the mistakes while learning the work

Majority (62.5 percent) of the respondent employees have expressed that their organizations are accepting to inculcate the method of implementing of committing the mistakes while learning the work.

Coverage of rules while performing the job

It is observed from the study that the employees are accepting to follow the rules and regulations while doing the work. It is also found that employees are expressing that they will contact the authorities or interacts with colleagues or refer the rules manuals again and again.
**Functional level encouragement to the employee on the job**

It is found that the functional heads in the organization have been following the culture of appreciating and encouraging their subordinates for performing the job duties by the employee positively towards organization.

**Scale Reliability**

In the present study Cronbach’s alpha value is 0.730, hence the internal consistency can be considered as good and there is reliability in the Employee Learning. Hence we may conclude that the overall correlation between the variables is good to moderate. There are changes required in the employee learning areas, employees or department need to focus and encourage the employees towards the proper acquisition of learning skills.

**Organizational Culture**

**Decision making and the Strategy**

Every organization is following the procedure of decision making and following the strategic policies applicable at corporate level as decided by the strategic manager and board of directors.

**Decision of participative management**

It is observed from the study that all the organizations are following the procedure of participative management while taking the decisions.

**Involvement of employee in open and vigorous discussions on key strategic issues**

Majority (66.4 percent) of the respondents in the study have expressed that their organizations are giving opportunity to participate in open and vigorous discussions on key strategic issues.

**Facts and evidences of the Departmental and Organizational Strategies**

It is observed from the study majority of the respondents that the employees are maintaining the confidentiality without disclosing the facts and evidences to the others.
Communication and Consistency on the strategies

It is observed from the study that the communication is passed by the authorities as per the decision of the department or organization, and it should be implemented as directed by the organization it may be oral or formal.

Employee Innovation

Training programs for improving innovation

It is disclosed from the study that the highest number of respondent employees (164: 42.40 percent) are expressed that the organization have to conduct innovative activities which give scope for innovation of new ideas in their working field, for bringing change and development.

Response of the organization on the Ideas given by employees

It is observed from the study that ideas and suggestions offered by the employees at their working levels will give opportunity for improvement of the organization.

Workplace innovation

From the analysis of the study it is found that, workplace innovation is an opportunity in the organization for the employees to innovate and propose for implementation at various working levels of the organization.

Rewarding the ideas

By analyzing the above issues, it is found from the study that the organization has to implement the policy of declaring and rewarding of the employee for the ideas generated and implemented. This type of organization culture will give scope for the growth of the organization in the changing competitive environment.

Process Improvement at work

From the above analysis, it is found that work improvement changes are required in the organization from time to time.
Career Advancement

Change

It is observed from the study that the employees will accept the organizational changes at their work levels if it is giving good opportunities at their individual job levels and organizational productivity level subject to clarification on the changes.

Creating the Opportunity in the Organization

It is an evident that the majority (57.9 percentage) of the respondent employees have agreed that creating of opportunities is a challenging activity in the terms of employees and organization. When an organization is expanding its activity then only is possible to create the opportunities. Based on these opportunities, the employee will get the chances of promotion and enhancement of salaries.

Employee Skills Development

Skills improvement will also give an opportunity of expanding of the organization, which gives promotional opportunities and salary enhancement to the employees.

Creating higher level positions

From the analysis of the study, it can be observed that the organization has to take challenges to create higher level positions by providing promotion and creating of opportunities for the organizational expansion.

Employee Expertise

It is observed from the study that, every employee may be aspiring to become expert but it may not be possible which is due to the environmental help in the organization, the required qualifications, experience in the field, availability of opportunities etc.
Performance Appraisal

Opportunity to improves the Performance

From the study, it can be identified that formation of teams at different working levels and at organizational level will give scope for effective achievement of the goals.

Human Relations

It is revealing that the majority of the respondents (71.9 percentage) are accepting that the human relationship will be strengthening in the organization when it is implementing the performance appraisal system.

Motivation of the Employee

From the above table it can be revealed that majority (74.2 percentage) of the respondent employees have expressed that motivation is an opportunity to improve the employee knowledge on one side and it is also an opportunity to increase the monetary benefit of the employee.

The significance of Performance Appraisal System

It is observed from the study that, the performance appraisal system is required for both the appraiser and appraise.
Hypothesis Testing

H1: Significant positive relationship exists between technical skill training and employee learning abilities.

The first hypothesis of this study is to examine whether there exists any significant positive relationship between technical skill training and employee learning abilities. The result of the hypothesis test confirms the hypothesis. It is observed that, technical training provided to software employees have profound impact on their learning of new skills. The dynamic nature of technological changes force software employees to update their skill set on continuous basis. They need to be up breast about latest changes in programming tools. In house training provided to employees is enhancing their learning of newer technologies.

H2: There will be a significant positive relationship between technical skill training and organizational culture.

The second hypothesis to check whether there will be a significant positive relationship between technical skill training and organizational culture. The result of the study is not significant in this hypothesis. The association between training and organizational culture is weak ($r = 0.219$) and coefficient of determination ($r^2 = 0.048$) is very poor, hence the hypothesis is rejected. Training has no impact on organizational culture. As Culture of the organization depends on many factors like work environment, colleagues, facilities, work timings, leadership etc. the single variable training may not have direct impact on organizational culture.

It is assumed that training provided to employees will have significant positive impact on employee innovation.

In this study it is assumed that training provided to employees will have significant positive impact on employee innovation. Result of the study reveals that, there exists a significant positive association between training and innovation. IT companies are witnessing cut throat competition. To sustain in the market and enhance its revenues, IT companies are forced to be innovative. They need to introduce newer and newer products into the market. As these companies are knowledge based and mostly rely on its manpower, their employees to need be very innovative. Training will help the employees to be innovative.
Trained employees are good in understanding the new technologies and will have better career advancement.

The study hypothesizes that trained employees are good in understanding the new technologies and will have better career advancement. Training has significant positive relationship with career advancement. As employees enhance their knowledge and skills they are provided promotions and higher responsibilities. Majority of the employees in IT companies are hired from campuses or through fresher requirements. After selection these employees are provided training on job specific skills / technical skills. As they gain experience in using technical skills, organizations start training on human skills like, team building, communication, motivation, etc. these skills will help employees to scale up in their career and reach middle level management. At later stages the organizations are providing training on tactical training skills like, leadership, negotiations, persuasive skill etc. All these factors are helping career advancement.

There exists a significant positive association between training and employee performance appraisal.

Final hypothesis of the study is that there exists a significant positive association between training and employee performance appraisal. The study found very high relationship between training and performance appraisal. Employees who have undergone various technical and behavioral skills training have improved their performance significantly, which resulted in their higher performance appraisal rating. Higher performance appraisal rating means, higher salaries, incentives, promotions etc. It can be concluded that, as employees foresee higher growth opportunities are willing to take participation in training programs provided by the organization.
IX.2. Suggestions

It is suggested that the organization have to encourage female employees on their jobs. After 30 years of age many of the female employees are leaving the organization due to child care problems, stress, home care problems, etc. It is also recommended that organization should provide the child care facility with crèches in the working premises so as to continue the female employees in the organization after 30 years.

About 13 percent of the employees’ age group is between 30-35 years. This age group employee are leaving the organization due to the reasons related to changing the present job to new jobs, promotions on the job, shifting to new organizations, cultural adjustments, brand image of the company, etc. It is recommended that the organizations can encourage the employees whose age group is in between 30-35 years by providing Promotional opportunities, bringing change in the cultural aspects, maintaining of good human relations, congenial working environment, Monetary and non-Monetary incentives, etc.

Most of the software organizations have been providing good promotional opportunities both for the traditional Post – Graduate degree holders and M.Tech degree holders. It is suggested that organizations can continue this type of composition of promotional opportunities so as to maintain good understandings on the professionalism irrespective of technical and non-technical post graduate degree holders.

More number of employees’ tenure of experience have been there for more than 5 years in the present organization. Therefore, it is recommended that the organization can continue the same type of facilities and culture so as to increase the employee efficiency for achieving the organizational effectiveness without leaving the employees from the organization.

The study is indicating that more number of employees qualifications improvement have been held which is required for the job promotions and positions on various cadres. It is helpful for the organization to maintain long tenure of
experience by the employees so as to overcome the competitive problems in the job field.

There are fluctuations in the age groups of male employees due to changes in the job, job security, preferring or shifting to their own business, promotions, increase of salary packages, new opportunities, lack of organizational facilities – etc. It is therefore recommended that the organizations have to provide sufficient facilities to their employees. So, that they can continue their services in the same organization.

In case of female employees more fluctuations are there which are due to getting marriage, maternity, child care, job security, traditional family systems, support from life partners, and fewer opportunities in securing of higher educational qualifications. It is therefore suggested that organizations can encourage the female employees for continuing in the service by providing the leaves for marriages, maternity, for improving the qualifications, etc.

More numbers of software organizations have been giving the opportunity of profit is found from the study that the software organizations giving preferences for technical graduates and also giving opportunity for traditional graduations and post graduations. It is also found from the study that highest percentage of post graduates have been given the job opportunities instead of technical post graduates (M.Tech) both for males and females.

It is also revealed from the table that most of the employees both in males and females tenure of experience is decreasing when experience is increasing which is due to shifting from one organization to another, getting promotions, good packages in the new organizations, getting VRS, resigning and starting of their own business, etc.

It is found from the study that the most of the employees irrespective of male and female tenure of experience for the highest period will be there immediately after enter into the job field.

The highest 36.7 percent (24.3 percent of the male respondents and 12.4 percent of the female respondents) of both male and female respondents have received the promotions between 1-4 times in the present organization. The employees in the
software industry are not maintaining the consistency on their job with the present organizations to work and their minimum work experience is on an average between 1-7 years only. The reason behind that is, respondents are getting fewer promotions in the present organizations and in the initial stage only the organizations are giving promotional supports for their employees. Therefore, the employees are not continuing in the same organization for a longer period.

It is significant to be noted that the highest number of respondent employee’s qualification is B. Tech whose age is in between 20-25 years, and follows Post Graduate qualified respondent employees are in the next within the age group of 20-25 years. Because minimum qualification of the employees to work in the software job.

It is evident that highest percentage (37.5) of the respondent employees has 1-5 years of work experience the age group 20-25 years, age group respondent employees are more than the remaining age group respondent employees. From the observation researcher found that majority of the respondents are in the 1-5 years another side of observation maximum 20.9 percent of the respondents of no of years of experiences (1-5, 5-10, 10-20, 20-30, and above 30 times) at the age group of 20-25 years followed by 18.3 percent of the respondents at the age group is 25-30 years, 13.2 percent of the respondents at the age group 30-35 years, 14.2 percent of the respondents at the age group 35-40 years, 17.6 percent of the respondents at the age group 40-45 years, 15.8 percent of the respondents at the age group is above 45 years.
Training

Majority of the employees have expressed that their organizations are providing the sufficient training facilities. It is therefore recommended that the organization can continue the same procedure in the providing of the facilities to their employees. So that they can continue their services in the same organization and the organizations can achieve their goals effectively.

Some of the employees required additional training when organizations are implementing the changes. It is suggested that organization can always continue in providing of additional training to their employees in case of changes brought by the organizations. As per as the training of the employee concern the organization has to select the suitable trainer for providing training to the employees of the organization. The trainer should have complete understanding and organizational aspect. So, that the employees will be getting sufficient training facilities in the organization.

In the normal training employees may not be sharing his knowledge with their superiors or sub-ordinates or peer groups. Therefore, organization has to design separate training for improving the knowledge and skills of employees. It is therefore, suggested that the organizations have to do well designed training programs for the employees.

The employee has to acquaint more new knowledge on his job duties when the organization bringing the changes affecting in the environment. It is therefore suggested that the organization has to encourage their employees to improve and share the knowledge and skills based on the changes implemented.

Some of the employees may not be able to cope up on the work after taking the training. Therefore, it is recommended that organization has to provide sufficient time to the employee to cope up in the work after the training is over. During the post training employee will be given opportunity in implementing the changes.
Learning

When knowledge is shared by the employee there may be possibility to create good opportunities in the organization. Therefore, it is recommended that the employees have to maintain their belief when they are able to share in activity concerned, automatically they can understand to create new knowledge which gives opportunities in the organization.

When organization is providing the congenial environment, it will give opportunity for the employees to work effectively and differently for bringing the change and development to the organization. It is therefore, recommended that organization has to maintain the congenial environment among the employees without any conflict, so that organization can function effectively towards changes.

While learning on the job, the employees normally do mistakes. It takes time to rectify the mistakes. It is therefore suggested that organization has to consider the sufficient time and it has to allow the employee until recognizing the mistakes committed by him while doing the work.

Normally, the organizations, will frame the rules and regulations for conducting the work with the help of the employees’. More number of employees will complete the work effectively without following the rules knowingly or unknowingly. It is therefore, recommended that both the employee and organization should not be serious on the rules (like thumb impression) but they have to concentrate on the result of the work. Nobody should be serious on rules and regulations. But, it is suggested that every employee has to maintain rapport with their superiors, subordinates and peer groups in addition to that, they have to refer rule manuals, etc.

The functional heads in the organization have to follow the procedure of appreciating and encouraging their subordinates for performing the job duties by the employee positively towards organization, even though, some of the employees may be committing the mistakes without any intention.
Organizational Commitment

As per as the decision making of the organization, it is suggested that every organization has to follow the procedure of decision making at corporate level as decided by the strategic manager and board director.

It is recommended that every organization has to follow the rule procedure in Participative Management while taking the decisions.

Some of the organizations will not give opportunity to the employee to participate in open and vigorous discussions on key strategic issues. It is therefore, recommended that every organization has to give due consideration to their employees to participate in open and vigorous discussions on key strategic issues.

Every employee at departmental level has to maintain the confidentiality on the work, the facts and evidences at departmental level may not be disclosed. Therefore, it is recommended that the facts and evidences should not be disclosed until the question of requirement by the competent authority. Hence, it is suggested that employee has to maintain confidentiality on the facts and evidences at the departmental level.

Every organization will follow both form of communication namely, Oral and Formal communication. It is suggested that every employee at the organization has to follow the procedure of communication may be oral or formal as directed by the competent authority.

Therefore, it is recommended that all employees have to participate in open and vigorous discussions on key strategic issues. Otherwise, the organization decision may not be implemented on the key strategic issues related to employees.

It is observed from the study that the employees are maintaining the confidentiality without disclosing the facts and evidences to the others. It is strongly recommended that, the employees can continue the culture of maintaining of confidentiality in their strategic work issues without disclosing facts and evidences.
But, in case of severe situations in the organization the employees have to disclose the confidentiality the authority concerned or head of the organization.

It is observed from the study that the communication is passed by the authorities as per the decision of the department or organization, and it should be implemented as directed by the organization it may be oral or formal.

**Innovation**

It is recommended that the organizations have to conduct innovative programs for their employees by considering the competition in the market and the changes required in the working areas of employees so as to bring innovative products and services by the organization.

It is observed from the study that ideas and suggestions offered by the employees at their working levels will give opportunity for improvement of the organization. Therefore, it is recommended that organization can continue the culture of taking suggestions and implementing ideas offered by the employees.

It is recommended that organization can create inspiration for their employees to innovate at all working levels of the organization. So that, the benefit for employees as well as organization may be increasing.

The organization has to implement the policy of declaring and rewarding of the employee for the ideas generated and implemented. This type of organization culture will give scope for the growth of the organization in the changing competitive environment.

The work improvement and the changes are required in the organization from time to time. Therefore it is recommended that the organization has to design the process with reference to activities based on production and services required to convert the organizational effort towards goal achievement.
Career Advancement

The general tendency of the employees in any organization that they will accept the organizational changes at their work levels if it is giving good.

Opportunities at their individual job levels and organizational productivity levels subject to clarification on the changes. It is recommended that all employees will have to maintain positive attitude towards organizational changes which are going to create good opportunities of promotion, job status etc at their individual job levels.

Creating an opportunity is a challenging job both for the employees and organization. However, the organization and its employees have to make their efforts to bring the changes and development in the organization which brings an opportunity for promotion and salary enhancement. Thus, it is recommended that the organization has to make its efforts to bring changes and the employees have to accept the changes positively to involvement on the organization.

It is suggested that the organization has to encourage all employees to improve their skills at their working level. Skills improvement will also give an opportunity of expanding of the organization as well as creating of higher level cadres which create promotional opportunities and salary enhancement to the employees. It is suggested that organization has to provide an opportunity to the employee for skills development by creating the work.

It is recommended that the organization has to take challenge to create higher level positions by providing promotion and creating of opportunities for the organizational expansion, even though the environmental threat is existing.

Every employee may be aspiring to become expertise in their respective field, but it may not be possible in the organization which is due to the environmental difficulties such as the required qualifications, experience in the field, availability of opportunities etc. It is, therefore, recommended that organization has to provide an opportunity to the employees for improving the qualifications, assigning of additional work for improving the skills, creating of positions and status.
Performance Appraisal

The employees’ evaluation by the organization is compulsory which gives scope for increasing the confidence levels of employee on his work and the organization will also get confidence for its execution or to stand abilitatively in the competitive market situations. It is, therefore, suggested that the organization has to continuously implement the performance evaluation so as to reach the goal attainment of the organization.

The Performance Appraisal System gives scope for strengthening of the superior – sub-ordinate relations so as to achieve the organizational effectiveness. It is therefore, recommended that organization has to conduct the performance appraisal without causing the relationship between superiors and sub-ordinates.

The goal achievements of the organizations are depending upon the motivational methods adopted by the organization. It is, therefore, recommended that it is better if the organization is maintaining the methods of motivation on their employees for improving the organizational capacity in reaching the goals.

The significance of performance appraisal is inter related with appraise and appraiser. The development of the organization is depending upon the employers and employees. In the context of performance of the organization can be recognized based on the investment capacity of the employer and the return on investment skills applied by the employees. Therefore it is recommended that the appraiser has to maintain the cordial relationship with the appraise in detecting the requirement of the standard on the job. So also it is recommended to the organization that it has provide the investment at large scale level and returns also can be expected by providing suitable workforce.