CHAPTER- 6: Recommendations and Conclusion

6.1 Recommendations

6.1a Recommendations from the study on Operational Employees.

1. Employees should have some kind of changes after attending the training sessions related to organizational behavior concepts. Even after attending the training sessions, Employees are agreeing that they don't have changes in perception and behavior. Study also reveals that organization doesn't realize the importance of training needs which is a major factor in Employee dissatisfaction with the training sessions, since the Employee needs are not considered as prime priority. Training need analysis should happen appropriately according to the required competencies.

2. Effectiveness of training is losing its charm and very purpose of the training intention. Management should look at making the training sessions Employee oriented rather than policies oriented in order to make the training outcome more effective.

3. Employees are skipping small procedures and some say it is not necessary to follow security measures at work. Employees are supposed to look for perfection in small aspects of the job. Employees should respond to each and everything with utmost care without neglecting the errors. Management should make sure that all these aspects are attended in detail to avoid escalations from the client, their dissatisfaction and followed negative vibrations in different forms of this error. Careful monitoring of the Employee activities related to the process and job related work is the need of the hour. Thus, Managements should work towards bringing in stringent measures to implement this.

4. Communication skills are an important part of any work in organization which cannot be underlined at any cost. The study reveals that Employees are not confident in both in oral and written form of communication skills. Committing mistakes while speaking and writing would definitely spoil the reputation of the organization as well as client perfection and satisfaction. Extensive training requires focus in the industry since; it is one of the major aspects in increasing the business prospects over the competitors as well as competitive countries. Communication skills should be imbibed through various means rather than making it a topic of workshop or online training which is most prevalent nowadays.
5. Around 54.8% of them from the study reveal that Employees can improve their customer service better than now, which is an appreciating aspect since even Employees feel they have concern for customer satisfaction (Table 79). With reference to this various strategies and techniques should be taught to the Employees in order to attain enhanced customer satisfaction so that Employees can respond, clarify step-by-step and understand their requirements more efficiently.

6. Opportunities are limited and Employees are not ready to accept opportunities and this shows the unpreparedness of them to take initiatives. More dependency on others for each and everything, not looking at problems in different dimensions and also the level of skills required to handle the situations and taking appropriate actions is very much required to be competitive in the market.

7. Employees require the change in mindset to change according to the current demands of the market and clients. Logical thinking and thinking about alternative options before selecting a particular method or option requires effective training. If Employees are not interested then the Management should make an effort to deal with this in different approaches. Each and every Employee should have the capability of taking leadership in dealing with such situations.

8. Employees should be made to deal with the systems, processes and other job related aspects in a dynamic way rather than depending on the technical team always. If the dependency is too much then it's is quite difficult to respond in emergencies.

9. Effective relationship building activities need to be organized frequently to boost the peer relationship. This would reduce the conflict between colleagues and they can be made more confident than earlier.

10. Employees require cross cultural training since 48.3% of them feel that different groups may not work peacefully (Table 140). Skills should be developed on par with all the groups since Employees have apprehensions about group skills varying from group to group which affects the contribution to the task. Employees’ skills should be developed at the standard level of requirement and evaluated regularly on certain parameters.
6.1b Recommendations from the study on middle level Management Employees with respect to their Employees.

1. Among the total sample population, maximum respondents agree that their external Trainers possess expertise in the business need. Companies should work towards getting external Trainers for the training sessions in order to make it more effective. This would also make the Employees interested in attending the training sessions in expectation which would be different compared to the sessions of internal Trainers. Employees feel more relaxed and comfortable to share and discuss the problematic areas of concern for their personal development as well as work oriented issues.

2. As a part of strategic thinking and to make Employees to be strategically knowledgeable to face the uncertainties, the Management should identify the best instructional design Coordinators to carry on the tasks. These Coordinators can competently modify the TNA (Training Need Analysis) appropriately with the emerging methodologies.

3. Overall 15% say that Employees are not confident about their communication skills with others (Table 187). Around 78% of the respondents agree that Employees commit some mistakes while talking to the colleagues (Table 194). Communication skills play an important role in IT sector companies due to its presence globally. Unless Employees are trained to deal with the clients and other people in an effective way, it’s quite difficult to manage work related activities as well as to build a good rapport with other Employees. Employees don't have good number of words to interact which clearly indicates lack of vocabulary. Employees are not able to organize their ideas and thoughts properly due to poor communication skills. Communication skills’ training shouldn’t happen once or twice in a year. It should become a part of the job and Management should make an effort to imbibe communication aspects in their day today work and with the processes. Apart from this, it should also be monitored in a systematic way.

4. Almost 66% of the respondents agree that sometimes Employees skip small procedures which are an alarming bell for the companies to introspect the negligence (Table 175). Skipping small procedures would definitely affect the business in short term as well as long term. Unnecessary escalations, client dissatisfaction, reduced quality of work and processes, defects in the services, penalties and many other problems as well as issues
will raise over a period of time. Measures should be taken by the Management to reduce the negligence with stringent actions.

5. Employees are not completely aware of safety and security measures at work which is one of the major concerns during the problematic times. Safety and security measures refer to the process related as well as other aspects at work. This requires quick rectification through safety and security trainings with regular checks by the safety and security representatives with pre-determined guidelines.

6. Companies’ take more interest in planning but even Employees should be trained systematically to implement the plan as well as by giving more liberty in implementing the Management strategies through effective planning.

7. Among the total population 17% say that Employees don't give attention to the performance of other colleagues (Table 186). This makes us to understand the fact that Employees won’t bother about the performance of their colleagues. It clearly states the lack of good relationship and team work essentials among the Employees. Employee relationship building activities should be made as the part of on the job training. Working with the groups and intercultural groups require more attention. Regular activities in making the Employees work with multi-cultural groups would definitely increase the bonding and relationship which would ensure effective teamwork.

8. Employees should be trained to work on root cause of problems to avoid uncertain problems associated with the work. More freedom and clarity should be given to express Employees version creative ideas which would definitely benefit the organization. Real time case studies and on the job training can boost up the Client satisfaction which seems to be worrying factor from the study. Understanding the client requirements with thorough discussion as well as increased listening and speaking skills in the work situation.

9. Employees should be encouraged to take up initiatives and train them in predicting the future actions and outcomes in realistic situations periodically. They should be allowed to develop systems and take decisions up to some extent without depending on the middle level management most of the time.

10. Employees need enhanced and upgraded technical training since the study reveals deficiency in technical training. Apart from this they should also be encouraged to help
their colleagues to help in solving technical issues and problems as and when required without depending on the technical support teams.

6.2 Models/Process

6.2a Skill Development Model for IT Workforce

A comprehensive model of Skill Development will make an attempt of addressing the gap between the academia and industry. Skill development not only focuses on training youngsters in making up their career but at the same time it will initiate an action in shaping future leaders and entrepreneurs to employ people and contribute to the economic development. The main part of this model is change in course curriculum which is being criticized the most in India for not working with industries closely. We shouldn’t think education is all about learning within the college and getting the required scores and degrees. It should be beyond scores and degrees. Very few institutions have taken up the criticism from the industry and have implemented some best practices. But this is limited to only few and not all. When a fresher starts working, he doesn’t deal with all the processes at work instead he/she is only assigned a part of the work or processes.

Diagram 04: Skill Development Model for IT Workforce.
We need to work on educating the youth about Business Process Management in companies. Many academicians are employed in the institutions lack corporate exposure and are very theoretical. This results in poor knowledge of the students about the nature of the work. We should work on creating world leaders in entrepreneurship irrespective of number of the current leaders leading different organizations across the world. We have abundant talent pool but they require complete makeover with effective training on the communication skills so that their ideas are expressed and are put into practicality. Interview skills, problem solving and organization skills will mould this youth to face the challenges spontaneously before getting into the job as well as after getting into the job. Let them know their career model and the yielding results.

6.2b Implementation Model: Skill Development of IT Workforce

There are different stakeholders in promoting the Skill Development Model for its implementation. We need not think of creating different Ministries or different committees for the plan. If we work properly on networking with different stakeholders in the process then it should really bring the change required. Industrial Banks should be made stronger and visible to the aspirants who want to step in as entrepreneurs by giving required knowledge and guidance. In this way NASSCOM is also working to mould the business start ups.

Diagram 05: Implementation Model: Skill Development of IT Workforce.
With the existing system the institutions need to work with many and it delays the process for getting the required benefit or approvals and also adding to a lot of confusion. Instead we can work on a model where NSDC plays a major role in coordinating with NASSCOM, HRD Ministry, UGC, Ministry for Communications & IT & AICTE. Further NSDC can work towards bridging the gap between the IT industry and Colleges/Universities. The skill development model can be implemented under the control of NSDC on a periodical monitoring activity through the NSDC wings in the institutions. The IT industry can work on the activities under the umbrella of Corporate Social Responsibility as well as strengthening the talent pool within. The NSDC wings can be linked to Training and Placement Departments of the institutions. If colleges or Universities need to network all of them individually then it becomes an intricate job.

6.2c Personal Effectiveness Competency Process for Information Technology Sector.

The training designs and processes have been used by the companies in order to bring out the efficiency in performing the work related tasks among the Employees. At the same time training field requires changes over a period of time to match the changes in the market and different processes. The study on Personal Effectiveness Competency (PEC) among IT sector Employees reveals that the training designs are effective but requires some improvement with the existing processes. Training in different personal competencies are happening but identification of different stages of PEC and its necessity based on the requirement needs some kind of change. The Personal Effectiveness Competency (PEC) process for IT sector Employees (Diagram 6) is designed based on the study in order to improve the same. According to this process, we can identify the required PEC in three stages i.e. Stage I with people oriented personal competencies, Stage II with management oriented personal competencies and Stage III with customer oriented personal competencies. Stage I plays a dominant role in enhancing the skills of the Employees in communicating with people effectively by building relationships with the diversified groups and working as one team. Stage II focuses on developing the management skills and making the Employees to take leadership, initiatives, coach, judge, plan and organize systematically without depending too much on the seniors for each and everything. Stage III deals with customer focused perspectives making the Employees expert in the profession, creativity, attention to detail, improved customer service and continuous improvement orientation.
Stage I is very important for the new entrants or the exiting Employees with the similar needs. Stage II would be beneficial for the experienced Employees or for the one who take up supervisory roles. The Stage III can be implemented in two segments i.e. for the new entrants and experienced Employees. This process of PEC would definitely help the companies among IT sector with the current training designs.

6.2d Training Need Analysis Process For Personal Effectiveness Competency in Information Technology Sector.

The Training Need Analysis (TNA) is an important part of training process in all the companies or sectors. If the TNA happens systematically then remaining process would be effective and definitely it can bring in the efficiency among the Employees to carry on the work tasks effectively. The TNA process for Personal Effectiveness Competency (Diagram 7) is designed based on the study conducted among IT sector Employees. The existing training
designs in the IT sector are effective, but require some improvement to make much more result oriented.

**Diagram 07: Training Need Analysis Process For Personal Effectiveness Competency in Information Technology Sector.**

**Training Need Analysis Process For Personal Effectiveness Competency In Information Technology Sector.**

- **Plan the needs requirement with present as well as future skills and also choose the method of training.**
- **Take the inputs from middle level management employees and operational employees for questionnaire.**
- **Find out the required competency through employees by the way of survey and classify it according to personal competencies.**
- **Identify the experts to do the need analysis as well as find the needs of new entrants and existing employees.**
- **Select between internal and external Trainers/Training. Do the training cost analysis and get the approval accordingly.**
- **Identify the personal effectiveness competencies according to the tasks/job.**
- **Design the content relevant to the specific competencies/stage of personal effectiveness competency process.**
- **Train the employees and take feedback from the Trainers and employees. Evaluate the satisfaction level and allow them to implement the learning.**
- **Evaluate the training outcome on periodical basis and take necessary actions by either giving the feedback or additional training.**

The above TNA process gives us the necessity of identifying present/future skills, taking inputs from the Employees as well as Management as what they want to learn from the training in order to achieve the desired objective of the work. It further gives us the classification of personal competencies in different stages of PEC process found in diagram 7. This would definitely make the Employees to focus on their required personal competencies or stage of PEC process in order to become more competitive at work.
6.3 Conclusion

Companies are making sophisticated arrangements in scheduling training sessions on various topics and job requirements as and when they get the directions from the Operations and HR Managers. But, there is a gap in identifying the gap between companies conducted trainings and specific to Employee requirement. This particular dearth needs to be identified and thoroughly set right before it propels. Companies undermine to identify the required personal competencies in the employees to perform certain job responsibilities and they lack interest in attending the training sessions and implement it in the later stage. If personal competencies are identified at the right stage and appropriate training is provided, then employee would definitely work on bringing out the outcome of training learning.

Often communication skills training are given least importance than the technical or process oriented trainings in the companies. If the Employee is not able to write and communicate orally in a given context, then what is the rationale of spending so much of time, energy, and money which is going to lead in deficiency in training in the learning implementation stage? Thus, Employees should be trained in communication skills well in advance and to the flawlessness prior to getting them onboard or to technical training sessions. One of the important revelation in this study is the urge of Employees in improving the customer service better than what they are currently doing. Companies should develop the training models in customer service better than what they currently have.

The employees are satisfied with effectiveness of training programme, have a good relationship with their colleagues, take the feedback moderately and are able to transfer the learning from training to work in a moderate way. On the other hand there are some of the crucial facets which need immediate consideration for the increased organizational performance and efficiency. Each and every company strives at making their employees well versed with all the requirements to perform the job in a systematic way by the tool of training. But, some companies do forget the timely monitoring of the attention to detail and coaching criterias, since the largest part of the focus revolves around delivered service or output rather than the fulfillment of the criterias for just formality. Policies shouldn’t merely become just guidelines to work but a significant process never to be underestimated. Overlooking at such important factors are threatening to the quality survival and other issues since IT sector is prone to safety and
security breaches time to time off late. Attrition rate would definitely increase and good leadership will affect the structure of the organization as well as departments in the companies if Coaching is neglected.

Most of the Employees in the study have expressed that they can handle complicated work easily with creative ideas, represent their team in some situations, allow team members to work with sufficient freedom, get along with their colleagues and are able to predict the future of certain actions. These factors reveal that the Employees have the essentials of Leadership skills in guiding and leading the team members in a productive way. At the same time, the companies should focus towards Employee accountability of certain decisions and coaching perspective in a full fledged manner.

Training designs are very essential for the Managers to compete with the competitors and equip their employees to face the challenges in the industry. It not only focuses on the competition part but at the same time the different internal and external factors in the process of organizational success. Better instructional designs can foster greater organizational stability and less employee turnover and conflicts in this stressful competitive environment. We shouldn't underestimate the rest of training designs, even though; other training designs are most effective in meeting the purpose of the training requirement. Any company cannot have the strategies similar for all kind of fluctuations in the business and market.

India has potential to achieve growth year on year looking at the statistical data of the sector over a period of time. The employability skills are also taking a new dimension in the recruitment process of the sector. Investment in training enhances the skills and abilities to execute as individual improving employee productivity and paving way for promotions, additional responsibilities, etc. On the contrary it makes the organization strong with skilled workforce giving an edge in the market of the sector. Personal Effectiveness Competency Process, Training Need Analysis for Personal Effectiveness Competency, Skills Development Model and Skills Development Implementation Model would definitely contribute tremendously in developing the personal skills and competencies of the employees in IT sector. IT sector is a process of continuous change in the way it works because of upgradations in the technology and knowhow unlike other sectors or industries. Thus, this study is an endeavor to bridge the gap identified in the research and further it has provided a systematic approach of covering it by following and implementing the models in the process of IT sector trainings.