ABSTRACT

People management is the most challenging part of a business and succeeding in it can become the company’s source of competitive advantage. If a company can have its people implement plans with unity, skill and effectiveness, they are already ahead of the pack because most companies are incapable of making it happen. Hence the companies start building their capability to manage their human capital. Managers need to completely understand how their roles connect with the HR department. The present study made an attempt to analyse effectiveness on people management training given to software managers for handling software professionals in IT sector. The main objective of this study is to analyze the effectiveness on training effectiveness of managers on effective people management in information technology industry with special reference to Chennai district. The following are the specific objectives of the study, To analyze the opinion of software engineers’ on managers’ leadership qualities, To examine the opinion of software engineers on managers’ interpersonal skills, To assess the opinion of software engineers on managers’ People Management Skills, To study the managers opinion on their soft skills, To investigate the managers satisfaction level on effective People Management Training, To analyze the managers opinion on overall training effectiveness, To offer suitable suggestion for improving the people management skills among the managers.

The present study is mainly focused on analysing the software engineer’s opinion on their manager’s skills regarding effective people management in information technology industry in terms of leadership skills, interpersonal skills and people management skills. Further it also aims to
study the opinion of managers on their soft skills, need for training, method of training, satisfaction on training programme and overall effectiveness of training programme. The present study does not cover the other challenges faced by the software engineers and managers in Information Technology industry. In the present study, both Exploratory Research and Descriptive Research design have been used in accomplishing the objectives of the study. Exploratory Research has been used to gain insight into and analyze the opinion of software engineers on their managers’ people management skills. Descriptive research has been used to analyze the overall effectiveness of training given to managers regarding effective people management.

In the present study, both primary data and secondary have been used. The primary data were collected from software engineers and managers working in IT/ITES industry in Chennai district through a structured interview schedule. Before undertaking the complete survey, a pre-test was conducted and then the interview schedule was modified and restructured suitably. The secondary data were collected from various websites, journals and NASSCOM reports. In Tamil Nadu, Chennai district has been selected for the purpose of collecting the primary data. In Tamil Nadu most of the IT/ITES companies are located in Chennai only. Hence, it is decided to collect the primary data from the IT and ITES companies located in Chennai district. The sample size was fixed as 500 for software engineers and 100 for managers. To analyse the primary data, statistical tools such as Descriptive Analysis, Chi-square test, ANOVA, Garret ranking technique and Factor Analysis were used. Arithmetic mean and percentage analysis were also used to describe the data. The important findings of the study includes 88 per cent of the respondents have agreed that managers’ people management skill has
an impact on employee satisfaction and 12 per cent of the respondents disagreed with the same. It is concluded that majority (88 per cent) of the respondents agreed that managers’ people management skill has an impact on employee satisfaction. It is observed that 42 per cent of the respondents are satisfied regarding managers managerial quality. It is also understood that 47.6 per cent of the respondents are satisfied regarding comfortable work environment. The results of one way Anova indicate that there is a relationship between professional details of the respondents like type of organization, experience, team size and level of satisfaction of employee about the organization.

The study results indicate that 13.5 per cent of the respondents with managers offshore have given low score and 20.3 per cent of the respondents have given high score. Hence, the result is consistent. Among respondents who interact frequently, 11.4 per cent have given low score and 25.6 per cent have given high score. Hence, the result is consistent. Among the respondents who have male managers, 12.8 per cent have given low score and 21.0 percent have given high score. Hence the result is consistent. The results further state that among the respondents who have less experience than their managers, 12.1 per cent have given low score, and among the respondents with more experience than their managers, 20.4 per cent have given high score. Hence, the result is not consistent. The one way Anova results indicate that there is a relationship between age, qualification, income, experience and the factor 3 grouped through factor analysis regarding the leadership skills of managers. But there is no relationship between organization, team size and the factor 3 grouped through factor analysis regarding the leadership skills of managers. The chi-square analysis revealed that there is no relationship
between manager’s location, experience of managers with employees and respondents’ opinion on managers’ leadership skills. There is a relationship between interaction with managers, manager’s gender and respondents’ opinion on manager’s leadership skills.

From the path diagram, measured variables with latent variable of influencing factors are having positive relationship and also significant at 1 percent. The analysis of the ‘Ebinezar Vikkraman’ model, from the viewpoint of the antecedent of employees’ opinion towards manager’s leadership qualities in IT companies in TamilNadu, suggests that all the measured variables are significantly associated with the opinion of the employees towards manager’s leadership qualities in general and among the 20 selected variables, the variable ‘Team Player’ highly influences the employees in IT companies in TamilNadu.

Maintaining good levels of motivation will increase job satisfaction that would result in increase in commitment and minimize employee turnover in IT/ITES industry in India. The present study is not an exclusive study to analyse the effectiveness of training among managers on effective people management skills. But it is an attempt to analyse the perception of managers on effectiveness of people management training and software engineer’s opinion on manager’s people management skills.