5. MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

This chapter shows major findings derived from the analysis carried out in chapter – 4. Recommendations have been made on the basis of these findings for the different soft skills relevant for IT professionals.

5.1 MAJOR FINDINGS AND RECOMMENDATIONS

On the basis of entire study major findings and observation scan can be made in the areas of various soft skills and their enhancement by providing training in lacking soft skills. Further the results have led to the generation of some recommendations which may be useful for the companies involved in IT sector. So the major findings and recommendations are as below:

5.1.1 THE WORKAHOLIC TEST

After analyzing the workaholic test in the nutshell it has been concluded that majority of IT professionals are in the workaholic category. That is, get up early no matter how late they go to bed, they generally prefer reading or working while having lunch, most of them find difficult to do nothing, they are energetic and competitive, They work on weekends and holidays, they can work anywhere and anytime, they find it hard to take a vacation, they dread retirement.

5.1.2 INFLUENCE OF DEMOGRAPHIC FACTORS ON VARIOUS SOFT SKILLS

Here five demographic factors are taken for the study: age, education qualifications, management level, gender and work experience.

The soft skills taken for the study: time management skills, leadership skills, presentation skills, and motivational skills.

The results in brief show that there is association between these demographic factors and these soft skills. It can be concluded that different aged group professionals has different attitude towards calling and attending meetings. Generally aged IT professionals need not training in various soft skills but young IT professionals need training in these soft skills.
Experienced IT professionals are more successful at managing meetings because they have a lot of expertise in this field but fresh IT professionals need training in improving various soft skills.

Education qualifications also have association with various soft skills. Post graduated IT professional’s needs less training in various soft skills as compared to graduate IT professionals.

Management level again has association with various soft skills. Top and middle level management generally require less training in various soft skills as compared with lower level management IT professionals.

5.1.3 COMPETENCY ENHANCEMENT BY TRAINING IN VARIOUS SOFT SKILLS

After analyzing the influence of various demographic factors on various soft skills, there is a necessity for improving lacking soft skills in IT Professionals through relevant Training. After providing training in various lacking soft skills according to various demographic factors the competency of IT Professionals can be increased. In the nutshell, it has been analyzed that there is association between Training in various soft skills and various demographic factors in enhancing competency of IT Professionals.

Young IT professionals can be provided Training in various soft skills for enhancing competency.

Graduate IT professionals can be provided Training in various soft skills for enhancing competency than Post Graduate IT professionals.

Junior level IT professionals can be provided more Training in various soft skills than senior level and middle level IT professionals.

Fresh IT professionals can be provided more Training in various soft skills than experienced IT professionals.
5.1.4 TRAINING METHODS AND PRACTICES PREVALENT IN "IT ORGANIZATIONS"

FREQUENCY OF TRAINING PROGRAMMES CONDUCTED IN IT ORGANIZATIONS ONCE A YEAR, TWICE A YEAR and QUARTERLY:

31% IT professionals said that training programmes are conducted once a year whereas 69% didn’t agree to it. 47% IT professionals said that training programmes are conducted twice a year but 53% didn’t agree to it. 13% IT professionals said that training programmes are conducted quarterly but 87% didn’t agree to it.

So more number of training programmes should be conducted yearly, half yearly and quarterly.

FREQUENCY APPROPRIATENESS OF TRAINING PROGRAMMES IN IT ORGANIZATIONS

Here frequency appropriateness can be measured in the way that 21% i.e. 63 respondents strongly agree to frequency appropriateness of training programmes in IT organisations. 41% respondents agree to this statement and that is the highest respondents i.e. 123. 28% respondents are undecided about frequency appropriateness. 7% i.e. 21 respondents disagree to frequency appropriateness of training programmes in IT organisations. Only 3% respondents strongly disagree to frequency appropriateness.

Thus it is concluded that more number of respondents are satisfied with frequency of training programmes in IT organisations.

5.1.5 PROCESS FOR IDENTIFYING TRAINING NEEDS IN IT ORGANISATIONS

It means that IT professionals consider own initiative of the employee of identifying training needs to be the most important criteria while identifying training needs. Next through performance appraisal system, then nomination by senior management, then recommendation by reporting authority, then nomination by HR department and finally, separate training needs identification exercise and as a part of preparing the employee for promotion is considered as the best process for identifying training needs in IT organizations.
1. SATISFACTION FROM TRAINING NEEDS IDENTIFICATION METHODS HELD IN IT ORGANISATIONS
45 respondents strongly agree means satisfied from training needs identification methods presently taking place in IT organisations. 114 respondents agreed to presently training needs identification methods. 72 respondents are undecided about whether they are satisfied or not. 72 respondents disagree to training needs identification methods. Only 21 respondents are strongly disagreeing. It can be concluded that in totality 63% respondents are satisfied, 24% are not decided and 23% respondents are dissatisfied from present training needs identification methods.

2. ON SITE TRAINING PROGRAMMES ATTENDED BY IT PROFESSIONALS
57% respondents attended on site training programmes. 43% respondents don't attend on site training programmes. More number of IT professionals attended on site training programmes conducted by IT organizations but still there is a need to improve in this.

3. PREVALENT TRAINING PRACTICES IN IT ORGANISATIONS
It has been analyzed that the most prevalent training practice in IT organization is lecture. After this the next important training practice is E learning then case discussions or study then group interactive sessions then simulation exercises then in basket exercises then management games and last is sensitivity training or group dynamics.

4. TOTAL MAN HOURS TRAINING IN A YEAR FOR IT PROFESSIONALS
Only 26% senior level management undergoes man hours training in a year. 34% Middle level management undergoes man hours training in a year. 40% junior level management undergoes man hours training. It has been analyzed that junior level management needs more training and middle level management needs moderate training and senior level management needs least man hours training.

5. POST TRAINING REVIEW IN IT ORGANISATIONS
57 respondents strongly agree that post training review is conducted in IT organisations. 141 respondents agree that post training review is conducted. 54 respondents are undecided about post training review. 39 respondents disagree to post training review. Only 9 respondents strongly disagree to post training review. It can be said that 198 respondents are in favor of post training review and 48 respondents are not in favor of
post training review. But 54 respondents are not decided. Still there is a need for post training review in IT organisations.

6. TRAINING NEEDS ASSESSMENT FOR GROUPS BY TRAINING NEED ASSESSORS IN IT ORGANISATIONS
It has been analyzed that the first training need assessment for group by Training Need Assessors is personnel/ skills inventories then efficiency indices. The third need by group analysis of training need assessors is customer survey/ satisfaction data. Next one is quality circles. After that next group analysis is Consideration of current and projected changes. Next one is MBO and lastly organizational goals then finally organizational climate indices.

7. TRAINING NEEDS ASSESSMENT FOR INDIVIDUALS BY TRAINING NEED ASSESSORS IN IT ORGANISATIONS
It has been analyzed that the first training need assessment for individual by Training Need Assessors is performance appraisal then interviews. The third need by individual analysis of training need assessors is questionnaires. Next one is attitude survey. After that next individual analysis is rating scales and finally last individual analysis is training progress.

8. TRAINING PROGRAMMES HELP IN IMPROVING SOFT SKILLS OF IT PROFESSIONALS
23% respondents strongly agree that training programmes help in improving soft skills of IT professionals. 36% respondents agree to it. 33% respondents are undecided. 7% respondents disagree that training programmes help in improving soft skills of IT professionals. Only 1% respondents are strongly disagreeing to this statement. It can be said that majority of respondents i.e. 177 respondents agree that training programmes help in improving soft skills of IT professionals. Only 24 respondents disagree to it. But 99 respondents are still undecided about this.
5.2 CONCLUSION:

On the basis of major findings and suggestions, a brief conclusion towards the end has been made. It has been concluded that majority of IT professionals are workaholic but they are lacking certain soft skills. Through the study it has been identified that following are the soft skills that are considered to be crucial for IT sector. These soft skills are:

1. Time management skills.
2. Leadership skills.
3. Presentation skills.
4. Motivation skills.

There is association between various demographic factors and these soft skills. It can be concluded that different aged group professionals has different attitude towards calling and attending meetings. Generally 33-38 age group IT professionals doesn’t need training in various soft skills but 21-27 and 27-33 age group IT professionals need training in these soft skills.

Experienced IT professionals are more successful at managing than fresh IT professionals. Therefore, professionals having 1-7 years of working experience need training in improving various soft skills. Still 7-13 years of experienced professionals require less training as compared to less experienced or fresh employees. 13-18 years of experience holders in IT field require training to keep them up to the mark but relatively less training is required for them.

Education qualifications also have association with various soft skills. Post graduated IT professional’s needs less training in various soft skills as compared to graduate IT professionals.

Management level again has association with various soft skills. Top and middle level management generally require less training in various soft skills as compared with lower level management IT professionals. But still some basic training should be provided according to their management levels to keep them efficient at work and technically aware.

As far as gender wise training is concerned both male and female employees are provided training in almost one soft skill or in another. No one is 100% perfect because both male and females are human beings and they can commit mistakes. In order to make them...
competent some basic training should be provided to both male and female workers. Some of the skills like males are more successful at time management skills and leadership skills. But females are good motivators and can present well.

It has been concluded that there is association between Training in various soft skills and various demographic factors in enhancing competency of IT Professionals. Competency of IT Professionals is increased manifold by providing training in lacking soft skills according to various demographic factors.

It is concluded that more number of respondents are satisfied with frequency of training programmes in IT organisations.

IT professionals consider own initiative of the employee of identifying training needs to be the most important criteria while identifying training needs. Second important criteria is through performance appraisal system, then nomination by senior management, then recommendation by reporting authority, then nomination by HR department. Finally, separate training needs identification exercise and as a part of preparing the employee for promotion is the last one.

As far as satisfaction is concerned, it has been concluded that in totality 63% respondents are satisfied, 24% are not decided and 23% respondents are dissatisfied from present training needs identification methods taking pace in IT organisations.

More number of IT professionals attended on site training programmes conducted by IT organizations from time to time in order to make them globally competent all round the world. But still it can be increased further for overall development of the employees.

It has been concluded that the most prevalent training practice in IT organization is lecture. After this the next important training practice is E learning then case discussions or study. Group interactive sessions, simulation exercises, in basket exercises are given a preference. But management games and last is sensitivity training or group dynamics are least prevalent training practices.

It has been concluded that junior level management needs more training and middle level management needs moderate training and senior level management needs least man hours training in various soft skills.
It can be concluded that majority of respondents i.e. 177 respondents agree that training programmes help in improving soft skills of IT professionals. Only 24 respondents disagree to it. But 99 respondents are still undecided about this.

In brief, it may be said that IT professionals possess technical skills which help IT professionals to perform well on their job but these skills don’t matter much without soft skills. They can’t attain the highest ladder of success without proper soft skills. When IT professionals moves up in hierarchy it’s soft skills that counts a lot apart from hard technical skills. Hence competency of IT professionals can be increased by providing proper training in various soft skills.