CHAPTER 2

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

Literature review is an objective analysis of contributions made by authors, researchers, experts including technical specialists. It is a chronological presentation of growth and development of literature in a particular field over a period of time. The very purpose of a literature review is to understand the research methods, techniques and skills of a phenomenon and its procedural presentation. This is believed to guide the researcher to formulate and identify the objectives, hypothesis, methods for collection and analysis of data. Literature review enables the researcher to restructure, reorganize and recast the presentation in the light of work done at various levels. Therefore a literature review is considered as an integral part of research studies. The present review of the related literature is organized into three sections. The first section deals with review on employees’ job satisfaction in IT/ITES industry. The second section traces the review on people management in IT/ITES industry. The last section discusses the effectiveness of training in IT/ITES industry.

2.2 REVIEW OF LITERATURE ON EMPLOYEES JOB SATISFACTION

Steven Westlund & John Hannon (2008) found that there was a significant predicting relationship between the software developers’ turnover
intentions and their satisfaction with: (a) contingent rewards, (b) promotion, (c) supervision, (d) pay, (e) operating conditions, (f) coworkers, (g) benefits, (h) communication, and (i) the nature of work. Hitoshi (2008) stated that the Indian IT software engineers in Japan were dissatisfied with their work conditions and other things such as fringe benefits, the working-time management of the company, levels of salary and bonuses, and promotion opportunities.

Jasmine Sonia (2010) stated that there was significant positive correlation of job satisfaction with affective commitment and normative commitment, and negative correlation with continuance commitment. This indicates that higher the level of job satisfaction greater the level of affective commitment and normative commitment. It was further stated that job satisfaction had a significant impact on organizational commitment. Job satisfaction was found to have a significant positive impact on affective commitment, explaining 67.0% of the variation in affective commitment.

Herald Monis & Sreedhara (2010) made an attempt to analyse the employee satisfaction with performance appraisal system in foreign MNC BPOS’s operating in India. A regression analysis was made to identify the variables influencing the satisfaction of the respondents towards the performance appraisal system of the foreign MNC BPO firms under study. The study findings indicated that, on an average, the level of satisfaction among the respondents towards the performance appraisal system is at 69.94 per cent, which implies, that the respondents are ‘satisfied’ with the performance appraisal system of the foreign MNC BPO firms.

Jyothi & Ravindran (2012) stated that the factors training and working conditions have significant influence on job satisfaction and the factors performance appraisal and remuneration have less significant impact on Job Satisfaction among the employees working in Software and ITES
companies in Bangalore. Roshan Lal & Sarabjit Singh Shergill (2012) stated that there is no significant difference between the job satisfaction of male and female teachers of degree colleges in Punjab and Haryana state.

Sree Rekha & Kamalanabhan (2012) stated that the management should set up an open channel of communication feasible to the employees’ daily routine to help employees ventilate. This can help management to elicit information regarding employee job satisfaction. It is also stated that the management needs to concentrate more on improving favourable job attitudes like commitment and satisfaction towards the job and intra-organizational factors, to reduce unfavourable job attitudes.

Leelavathy (2012) stated that among the socio-economic factors, designation and income are positively significantly associated with the level of job satisfaction while marital status, age, teaching experience and workload are negatively correlated with job satisfaction of women teachers. The findings further stated that the career opportunity and communication were positively, moderately correlated with the level of job satisfaction at one percent level of significance while job responsibility is negatively and significantly associated with the level of satisfaction.

Narendra et al (2012) narrated that the Indian software industry has had a phenomenal growth in the last two decades and is expected to sustain this momentum in the foreseeable future. Based on content analysis of 25 cases, the following human resource management challenges have been identified: managing human resources in globally distributed team, shortage of software professionals having sufficient knowledge and competencies, low-skilled nature of the work, lack of well-developed HR systems and processes, high employee turnover, lack of work-life balance, and the problems associated with the use of contract employees. A model for
managing growth linking the various variables emerging from the study has been developed.

Mcpheat (2013) stated that the employee’s performance and attitude can result in the success or failure of any business. The most difficult part of any manager's job is people management. Managers are required to lead, motivate, train, inspire, and encourage. On the other hand, they are also responsible for hiring, firing, disciplining, training and evaluating. The findings further stated that the people management encompasses the tasks of recruitment, management, and providing ongoing support and direction for the employees of an organization. These tasks can include the following: compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

2.3 REVIEW OF LITERATURE ON EFFECTIVE PEOPLE MANAGEMENT

Shenhar et al (2003), attempt to provide in their study some information about the relationship between project planning and project success. The aim of the study is to show, in what level the project planning helps the project succeed, by taking several viewpoints into account. The authors have also found out in another of their study that the origination and initial phase have the most influence on project success, and additionally the project planning documents and preparation of formal design has a positive effect on the time constraints and cost evaluation of the project. The study was concluded by stating that too much planning may kill the creativity of developers, but at least a minimum amount of planning is always needed in projects. Planning does not automatically lead to project success, but lack of planning is likely to lead to project failure.
Mishra (2005), stated that people work in projects to produce something for people. The problems in projects are human problems. For every technical, financial or schedule problem there is a human problem behind it. The most important resource any company has are its people. An important element in managing a complex project is knowing how to manage human resources. Effective Project Managers must possess strong organizational skills. Managers must motivate others to work on low-grade work; Employees must be motivated to work harder and put more effort into their work; employees should be inspired to invent new things; managers should build job satisfaction for employees and help them reach self-actualization.

James Ward (2007), investigated current practice of Knowledge Management (KM) in Software Engineering (SE) processes in two Australian companies. The primary objective of this study is to provide a more complete description of the KM process as applied by a sample of Australian organisations engaged in software development by adopting an empirical research method. Two software companies had been selected and studied. Four aspects namely types of knowledge, motivation for sharing knowledge, knowledge sources and KM systems had been studied using case study method. Overall, leadership and technology emerged as the most significant enabler of the KM process for SE. For the leadership enabler, it was the responsibility of the participant to ensure that the knowledge gained from project was preserved and made accessible to others. Personal/ informal networks, groupware and document management systems were the most frequently used enablers. As for the measurement enabler, it was recognised as being important; however, difficulty was encountered in describing applicable measures that could be used to accurately measure personal knowledge.
According to Cullen (2011) to become effective at software project management requires the project team to learn certain practices until they become habits. Good project managers will continually seek ways to improve their methods and learn from experience. Any project management improvement process needs to be approached deliberately and purposefully. Project managers need tools to help them improve their software project management. A tool that measures and monitors the effectiveness of software project management can be used to identify strengths and weaknesses and guide improvement of the software project management practices in place on the project. Improving technical processes alone cannot ensure a successful project outcome. Software project management is about people and not just technical processes. Effective project management is a determinant in the success of the software projects. If a project has a PME score of six or greater, then they are on the right path to improving their probability of project success.

Pudaruth et al (2012) have conducted a study on people factors in agile software development and project management. This study has taken into consideration to some extent a few psychological factors that can affect team collaboration such as working memory, optimal experience and recommended team size based on social behaviours. The study has given an overview of the people factors that are often ignored when using agile for setting-up of software development teams. According to the findings, in a software project, the key areas which are impacted by people factors are: staffing, culture, values, communication and managing expectations.

D’Ambra et al (2012), Software development project success is influenced by several factors. Perhaps one of the major factors is the collaboration of individuals. A team consisting of software industry experts has an alternative - a group that is a mixture of various fields. These cross...
functional teams aim to bring multi-disciplinary skills and knowledge together to enable an effective implementation of a project. Team members with different backgrounds and point-of-view may have different personal goals and therefore promote competition. The competition might reduce team performance. The study shows a multi-dimensional conceptualization and the means for project managers to understand and measure cooperation and competition within one or between several software development teams. The studies have shown that competition is healthy in certain level but too fierce competition has clear disadvantages.

Power et al (2012) in their research examined the types of decisions made in planning, execution, review and retrospective phases of agile iteration cycle, and obstacles when making the decisions. The iterative cycle tends towards tactical short term decision making, as opposed to strategic long term decisions, because the decisions are based on the goal of the period where the decision is made. The six identified decision obstacles are unwillingness to commit to decisions, conflicting priorities, unstable resource availability, and lack of implementation, ownership or empowerment.

Joseph (2012) stated that the critical resources are the employees a software company hires, motivates and retains. While occasionally, the value employees create in some software companies does take the form of intangible assets like intellectual property, brands, and the like, most employees in people businesses like IT services and products concentrate more on creating short-term value directly for customers, month for month and year for year, without the intermediary step of creating an intangible asset. The existing business environment requires companies as well as their HR teams to think out-of-the box, and come up with innovative approaches to survive the downturn and hold employees together. Innovative approaches would motivate the employees in software companies to utilize their set of
skills and knowledge through discretionary effort realizing firm’s business strategy. This approach to human resource management is likely to contribute to improved economic performance of the firm. Innovative arrangements also have the potential to increase employee morale, thereby improving performance through reduction in grievances and through greater effort and diligence.

Stroh et al (1998) stated that an overall goal of improving global competitiveness is the imperative under which managers strategically guide their employees today. Any process or function that enables organizations to gain a competitive advantage on a global scale is considered valuable to those at the helm. Conducting a research on 60 of the world’s top multinational organizations, it had been found that the effective management of the people side of global business does, in fact, pay dividends in stronger bottom lines.

Flannes (2004) stated that the people skills involve the abilities to communicate effectively on interpersonal levels, wear different leadership hats, apply a system that identifies individual differences, motivate individuals and teams, productively manage conflict, manage and mediate personal and professional stress, and become active in ongoing career management. Also the way work in the technology world is completed is changing rapidly, with the expansion of virtual teams, the influence of cross cultural factors, and the realignment of models depicting how work is completed within organizational settings.

Raiden et al (2004) explored the employee resourcing practices within large UK construction firms. The results indicated that managers currently attempt to carry out some strategic planning with regards to employee resourcing. It is further stated that this does not necessarily translate into effective operational practice which simultaneously takes account of organisational, project and individual employee needs. A new approach has
been proposed for more effective employee resourcing decision-making, based on encouraging the involvement of the employees in the deployment process. It had been forwarded as a management tool which informs effective team formation and deployment. They concluded that the proposed approach will require the acceptance of both decision-support technology and of employee input into what is currently a tacit, management-oriented decision process.

Hussain & Wearn (2005) reviewed the problems of project management generally and people employed in the process and other industries in Western Europe particularly. Their results indicated that the greatest problems are in organization, time and resourcing projects. By contrast, risk, quality and safety are not stated to be major problems. There are only relatively small differences in these results between the process industries and other industries, and between different types of employer. It was also found that there are also only small differences in the greatest problems of large compared to small projects, and the problems do not appear to change over time. The research findings indicated that many of the problems could be reduced or eradicated.

Mishra (2005) believed that for every technical, financial or schedule problem there is a human problem behind it. The most important resource any company has is its people. And, the important element in managing a complex project is knowing how to manage human resources. The greatest challenge that is presented by a global project is the management of the human resource pools. Human resource management is now assuming a greater role to strategic business partners. It had been concluded that the successful companies realize that true competitive advantage lies in their people. They have been forced to redefine their responsibilities and develop a
compelling response for critics who dispute human resource’s value to the bottom-line.

Bjørnson & Dingsøy (2008) analysed the systematic review of existing empirical studies of knowledge management initiatives in software engineering, and discussed the concepts studied, the major findings, and the research methods used. About seven hundred and sixty-two articles had been analyzed. Out of which 68 were studies in an industry context. Of these, 29 were empirical studies and 39 reports of lessons learned. More than half of the empirical studies were case studies. The majority of empirical studies related to technocratic and behavioural aspects of knowledge management, while there are few studies relating to economic, spatial and cartographic approaches. So, the need was to not focus exclusively on explicit knowledge, but also consider tacit knowledge.

Beecham et al (2008) made a systematic literature review of motivation in Software Engineering. The objective of this research was to plot the landscape of current reported knowledge in terms of what motivates developers, what de-motivates them and how existing models address motivation. A systematic literature review of peer reviewed published studies that focus on motivation in Software Engineering was performed. It had been found that 92 papers were related to motivation in Software Engineering. Fifty-six percent of the studies reported that Software Engineers are distinguishable from other occupational groups. The research findings suggested that software engineers are likely to be motivated according to three related factors: the ‘characteristics’ of the employees such as, the need for variety; internal ‘controls’ such as, personality and external ‘moderators’ such as, career stage. The literature survey indicated that de-motivated engineers may leave the organisation or take more sick-leave, while motivated engineers will increase their productivity and remain longer in the
organisation. The key finding indicated that the published models of motivation in software engineering are disparate and do not reflect the complex needs of software engineers in their career stages, cultural and environmental settings. It had been concluded that the job that motivate software engineers include problem solving, working to benefit others and technical challenge.

Helen et al (2009) narrated that the motivation in software engineering is recognized as a key success factor for software projects, but although there are many papers written about motivation in software engineering, the field lacks a comprehensive overview of the area. In particular, several models of motivation have been proposed, but they either rely heavily on one particular model (the job characteristics model), or are quite disparate and difficult to combine. Using the results from previous Systematic Literature Review (SLR), a new model of motivation in software engineering had been constructed. This new model was compared with existing models and refined based on the comparison.

Mellahi & Collings (2010) focused on talent management failure in Multinational Enterprises (MNEs). The barriers to corporate advancement of talents located in subsidiaries and more specifically on promotion of talent already employed by the MNE to be part of the upper echelon management team at its centre had been examined. The underlying causes of talent management failure in MNEs are; at the subsidiary level, they drew on agency theory to delineate self-serving mechanisms displayed by subsidiary managers that might hinder effective talent management systems throughout the MNE. At the headquarter level, bounded rationality had been used to explain how decision-making processes, and the information top management teams use to make decisions about talent management results in overlooking talents at subsidiary level.
Fisher (2011) stated that management of people plays an important role in project management. People skills research expressed the need to develop a better understanding of what good people management is. The research proposed what project management practitioners consider to be skills and behaviours of an effective people project manager. The face to face interviews and focus group meetings was applied to complete the research objective. Six specific skills and associated behaviours were identified as being most important. The results suggested that project managers would benefit from adopting these skills and behaviours to strengthen their managing people skills and behaviours to improve the successful delivery of projects. The findings also suggested that some skill sets and behaviours may be more appropriate for application in certain project environments in IT industry.

Kannabiran & Sankaran (2011) identified and evaluated the key determinants of quality in the case of software projects delivered through offshoring model. A detailed survey was conducted among project managers/project leaders of a leading midsize Indian IT services company to evaluate the relationship of the determinants on the attributes of quality. The research revealed that the requirements uncertainty has significant association with all the attributes of quality. While process maturity and trained personnel have moderate association, communication and control, knowledge transfer and integration and technical infrastructure have relatively low association on software quality attributes in the case of offshoring. So, complexities in offshoring necessitate proper capturing of requirements. In addition high level of process maturity and availability of trained personnel to the project will help vendors to achieve software quality.

Liu (2011) examined the influence of critical success factors on management performance. A questionnaire survey was conducted to collect
the relevant data and multiple regression analyses was used to analyze the data. The results revealed that among many critical success factors, support from senior managers, corporate vision, reengineering of corporate flows and project management, selection of appropriate consulting firms and software suppliers, the identification of suitable employees to take part in ERP introduction and the proper training and education programs have positive influences on management performance. The result of multiple regression analysis showed that all of the individual constructs are positively and significantly correlated and the explanatory power of individual variables was high. The research finding can serve as a reference for ERP KM introduction to corporations.

Fabio et al (2012) analyzed the factors influencing the motivation of software engineers with the goal of guiding the definition of motivational programs. A set of 20 motivational factors compiled in a systematic literature review and a general theory of motivation. A survey questionnaire was created to evaluate the influence of these factors on individual motivation had been used. The questionnaire was applied on a semi-random sample of 176 software engineers from 20 software companies located in Recife-PE, Brazil. The survey results showed the actual level of motivation for each motivator in the target population. Using principal component analysis on the values of all motivators, a five factor structure was identified and used to propose a guideline for the creation of motivational programs for software engineers. So, the five factor structure provides an intuitive categorization for the set of variables and can be used to explain other motivational models presented in the literature.

Maley & Moeller (2013) in their study focused on a critical evaluation of the international human resource management process and performance management. The study specifically explored how the process of
global performance management is perceived by the country managers of multinational corporations' subsidiaries in Australia. The study revealed that a multinational corporation's systemic demand for short-term profit has the potential for inhibiting employee–supervisor relationships and perceived effectiveness of performance management appears to be dependent on the relationship and level of trust between the country manager and the supervisor. The research findings indicated that the relational communication and psychosocial factors such as trust play an important role in the functioning of a country manager vis-à-vis their perceptions of the performance management process. The study suggested that, with the current approach to global performance management for country managers, despite the expense involved in the process, many of the potential benefits may not be realized.

Too & Weaver (2013) examined existing research, ideas and concepts of project governance and enterprise project management, and offers a framework to build on current theory development and practice. Synthesizing existing literature of project/program management, governance and portfolio management, four key elements had been proposed to improve the performance of projects and hence create value for organizations. These four elements are portfolio management: focused on selecting the right projects and programs to support the organization's strategy, and terminating ones that no longer contribute to the business success of the organization; project sponsorship: providing the direct link between the executive and the project or program manager, focused on the whole project lifecycle; Project Management Office (PMO): providing oversight and strategic reporting capabilities; projects and program support: the effective support and management of projects and programs are the measures of an effective governance system.
Jack (2013) analyzed the human aspects of individuals and companies with an emphasis on productivity and professionalism. Maslow’s theory was used as a tool for workplace and individual health assessment. The individual effectiveness was discussed from the perspectives of learning, work tasks, and career planning. Organizational behaviors are explored including politics, motivation, authority, and accountability. Effective leadership habits were presented including delegation, inclusivity, wellness, employee productivity, and conflict resolution. The methods for creating and managing effective teams include skills assessment and team composition.

Edison et al (2013) described that the innovation measurement initiatives assess innovation capability, output and performance to help develop such an understanding. The study explored various aspects relevant to innovation measurement ranging from definitions, measurement frameworks and metrics that have been proposed in literature and used in practice. A systematic literature review followed by an online questionnaire and interviews with practitioners and academics were employed to identify a comprehensive definition of innovation that can be used in software industry. The metrics for the evaluation of determinants, inputs, outputs and performance were also aggregated and categorised. Based on the research findings, a conceptual model of the key measurable elements of innovation was constructed from the findings of the systematic review. The model was further refined after feedback from academia and industry through interviews.

Kukko (2013) opined that the high-technology field such as the software business, there are many companies striving for growth. It was further stated that for small software firms organic growth is a natural way to grow and often the chosen route. Effective knowledge sharing is crucial for an organically growing software company to extract maximum benefit from its
existing resources. However, there exist many barriers to effective knowledge sharing in an organic growth context. For companies that have an intention to grow it is important to identify these possible pitfalls lining the growth path. Using an empirical case study, the study tried to increase the understanding of the biggest potential knowledge sharing barriers that an organically growing software company may face. Management should recognize the barriers to knowledge sharing and it could support growth by acting to prevent the barriers from arising and eliminating those already in place.

Jurado et al (2013) identified the success factors in effective people management during the transition process to Lean Production. Case study research in the aeronautics industry was used. The results showed a series of explanatory factors that are then grouped into main factors depending on the phase of the transition process. Thus, in the pre-adoption phase, the setting up of joint management-trade unions committees is the main factor. The results revealed that there are five main factors were found in the other three phases of the adoption and implementation process: training, communication, rewards, job design, and work organization. Moreover, a variety of explanatory elements were identified in each of the main factors found in each phase of the transition process to Lean Production. A model had been developed to understand the sequence that leads to the cultural change associated with Lean Production.

2.4 REVIEW OF LITERATURE ON TRAINING AND EFFECTIVENESS

Patterson et al (1997), stated that the effectiveness with which organisations manage, develop, motivate, involve and engage the willing contribution of the people who work in them is a key determinant of how well those organizations perform. In the latter half of the twentieth century, a litany in many companies has been ‘our employees are our most valuable resource’.
In this report four questions were assessed - Is there any relationship between employee attitudes (job satisfaction and commitment to their organizations and the performance of their companies? 2 Does organizational culture predict the subsequent performance of organizations? 3 Do human resource management practices make a difference to company performance and, if so, which of these practices appear most important? 4 How do other managerial practices, such as competitive strategies, emphasis on quality, investment in research and development, and investment in technology, compare in terms of their influence upon company performance with the influence of human resource management practices? The research revealed that Compared with these four domains (R&D, technology, quality and strategy) HRM practices, which explain 18 per cent of the variation in productivity and 19 per cent of the variation in profitability in companies, are the more powerful predictors of change in company performance. Overall, these results very clearly indicate the importance of people management practices in predicting company performance. The results are unique, since no similar study has been conducted which compares the influence of different managerial practices upon performance. The results suggest that, if managers wish to influence the performance of their companies, the most important area they should emphases management of people

Silva (1997) has conducted a study with an objective to identify the reasons why employers and their organizations in the Asian-Pacific region (or anywhere, for that matter) need to be concerned and involved in HRD, and why today HRD is more important than before (irrespective of the level of economic development) for competitiveness and socioeconomic development. The paper also focuses on what employers’ organizations should and could be doing. Developing the education, knowledge, skills and abilities of people helps the economy to grow through the production and provision of marketable goods and services and by attracting investment. This in turn helps
to create the surpluses needed to raise living standards through increased incomes, more equitable income distribution, increased employment opportunities, improvements in infrastructure and better social benefits. HRD includes three basic strategies: • developing human resources through education and training • deploying human resources • providing the incentives to ensure that they are productively deployed Countries would be at a stage where the priorities shift among these three. It is therefore necessary to identify and address the particular priority.

Paul & Ananthaman (2003), in their study hypothesized that HRM practices like selection, training, induction, job design, work environment, performance appraisal, compensation, career development and incentives have impact on the operating performance factors like employee retention, productivity, product quality, speed of delivery and operating cost which in turn on the financial performance of the organization. Financial performance was a single construct measured in terms of growth in sales, net profit and return on investment from year 1997 to 2000. HRM practices and processes variables, such as employee competence, teamwork, organizational commitment and customer orientation, were studied from the perspectives of employees. HR practices have positive correlations with all intervening variables, viz. competence, teamwork, organizational commitment and customer orientation It may be true that HR professionals have detailed information on HRM policies and practices of the company. At the same time, it has to be accepted that an HR policy becomes a practice only if it is implemented by the line people and its immediate beneficiaries would be employees. The study identified that every HRM practice influences financial outcomes indirectly through one or more intervening variables and operational performance dimensions. This calls for an integrated approach to linking HRM practices with organizational performance. Mere focus on direct HRM–performance linkage may not reveal the mechanism through which
HRM system operates. It calls forth a wider vision to see the big picture and the interdependence and interrelationship among HRM practices, intervening variables, operational performance parameters and financial performance.

Jalil & Hanif (2009) have rightly pointed out that software industry today has the highest rate of project failure in the world. Despite considerable investments in project management training, the project managers are not performing as well as expected. The author has conducted a study in Pakistan to identify the issues related to software project management. The authors divide their observations and analysis of the data into 11 different categories: 1) inexperienced and uncommitted project managers, 2) training level of project managers is very low, 3) small and medium-sized projects, 4) satisfaction level of stakeholders, 5) deviation from budget and schedule, 6) focus of project managers, 7) communication management, 8) team management issues, 9) top three risks involved in outsourced projects, 10) top lessons learned, 11) monitoring and control. The study concluded that it is determined that communication management is the most crucial area that is currently not implemented in a satisfactory way in outsourced software projects in Pakistan.

Ahuja (2011) analyzed the impact of effectiveness of knowledge management system in the software organization by comparing 3 software companies in Delhi. This study included the various factors which are taken into consideration for measuring the effectiveness of knowledge management systems. The respondents included were software engineers and hardware engineers. Regression analysis was used to know the impact of knowledge management parameters on its effectiveness. The results of this study concluded that majority of both employees and manager agrees that knowledge management procedure is effective and they have a favorable attitude towards it. 3 software companies have a different impact of different
parameters on overall effectiveness of knowledge management. Company 1 showed the negative impact of knowledge sharing and IT support on overall effectiveness of knowledge management. Company 2 showed the positive impact of knowledge sharing, knowledge learning, ROI and IT support on overall effectiveness of knowledge management and company 3 showed the negative impact of knowledge learning on overall effectiveness of knowledge management.

Bala Subbulakshmi & Tamilarasan (2013) analyzed the effectiveness of training and development program in Streta IT Solutions Private Limited in India. They stated that the training becomes necessary to update them, to tech newer skills so that their efficiency does not suffer because of lack of understanding of the new technology. As training and development program is an integral part of an organization in order to update the skills and knowledge of the employees. The results indicated that there is significant relationship between the Age Group and Satisfaction Level of the employees with the overall Training and Development Program and there is significant relationship between the educational qualification and level of knowledge gained by employees from training and development program. It was also suggested that the employer should allow the employees to apply the contents of the training and development program in their day to day work. The trainers can include new and different concepts like idea generation session etc. to make the training and development program more interesting.

Vijayabanu & Amutha (2012) made an attempt to analyse the results of the literature review on the effectiveness of training programmes of employees from diverse perspective. It was stated that the success of any organization depends on appropriate use of human assets available in the organization. All other assets could only be supplementary to human assets. It was believed that for the development of human asset, ‘training’ becomes the
Training is a tool to attain individual, organizational needs related to the jobs undertaken and is also intended to improve the work culture of the group involved in a group task. So, an ideal training programme can be expected to change the attitude, skills and develop forward vision of the participants towards the achievement of organizational goals.

Pallavi & Kulkarni (2013) stated that training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too. It was further stated that the development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level, it is less considered with physical skills and is more concerned with knowledge, values, attitudes and behaviour in addition to specific skills. It was opined that the development can be said as a continuous process whereas training has specific areas and objectives. So, every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization. Quality of work life is a process in which the organization recognizes their responsibility for excellence of organizational performance as well as employee skills. So, training implies constructive development in such organizational motives for optimum enhancement of quality of work life of the employees. These types of training and development programs help in improving the employee behaviour and attitude towards the job and also uplift their morale.

2.5 RESEARCH GAP AND CONCLUSION

The forgoing reviews of literature shows that so many studies were conducted on analysing the effectiveness of training further few studies also focused on effective people management. But it is very difficult to trace the studies on effectiveness of training on people management in general and
specially analysing the software engineers perception on their managers leaderships skills, interpersonal skills and people management skills have not been analysed so far. Hence, the present study has been undertaken to cover the above research gap in the IT/ITES industry in India.