

Synopsis on Training Evaluation & its effectiveness Towards Employee Retention With respect to Indian IT BPO sector

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Abstract

Training Evaluation Effectiveness

Towards

Employee Attrition/Retention with respect to Indian IT Industries

Training is acquiring or learning of knowledge, skills on a particular area. Training plays a crucial role in building employee loyalty and reputation of the industry. It is a primary function of human resource management to connect the employees' goals towards organizational goals. Through effective training programs and continuous evaluation methods the trainees can be motivated with different pedagogies from trainers. The current scenario is on the element of "Train the Trainer" understand the technological enhancements for the development of additional skills and techniques by the employer. The scope of technology and domain knowledge is increasing with the latest ideas like industry 4.0 associated with IOT, Artificial Intelligence and law resolutions like consolidations in labor legislations' etc.

To overcome this challenge the Indian industries should practice the effective training evaluation methods. In this perspective the identity the needs of concerned training program is a major task by the HR manager under the basis of organizational beneficiary. As we consider that "India is rich country but the resources in India are being utilized", they need to monitor the quality control measures to benchmark their standards with international standards.

Another challenge and the areas of improvisation required in Indian industries is integrity of training function with multi dimensions. This leads to high attrition rate in the employees' for a long run.

Attrition is one kind of absenteeism or escaping from the task performance by several ways like resignation, retirement or cause of mental agony or death of the employee. It is responsibility of every successful organization to increase the employee retention not only for safeguarding the skilled employees but also to identify the hidden talents of those employees required for the organizational development.

Buzz words: Training evaluation, industry 4.0, Employee attrition, Employee retention, Train the trainer, Employee Turnover

My idea behind my intention of initiating my research is trying to understand the real time challenges of the Indian IT organizations in enhancing and facilitating the innovative training methods and how far they ensure the employees' worth on industries is being evaluated.

Objective of the research:

1. The primary objective of the research is to inculcate the opportunities and challenges of developing the training programs in Indian IT industries to facilitate the increase in employee retention.
2. To understand the practical problems behind the employee attrition by making the yardstick as training effectiveness in the industry.
3. To inculcate the reasons why the Indian IT industries is majorly facing this challenge of employee retention.
4. To know the value of training evaluation in implementing the new ideology of involving 4.0 to the industrial developments.
5. To examine the methods of training to cope up the requirements of future enhancements to the industry.

Need of the study:

1. In the current IT industries the employees leads to absenteeism due to weak facilitation of training programs.
 2. 30% of the employees in MNCs in India like Tech Mahindra, Infosys, cognizant are opined that the personal attention and training techniques like mentoring are lacking.
 3. The technical effort of the employees is key skill required to development their careers and the skills of the employees are inadequate.
 4. The employees in local companies are feeling undervalued to their qualifications and skills.
 5. We need to understand the innovative ideas in current trends like industry 4.0.
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I. Introduction

Organizations often fail to realize the need to evaluate the training programmes once the session ends. The apparent reason for ignoring this 'evaluation' is lack of time, resources and tools. As organizations are increasingly adopting training programmes, there is a great need to evaluate the same. The process of examining a training programme is called training evaluation. Training evaluation ensures that candidates implement their learning in their respective workplaces, in the regular work routine. Training programme is a transforming process that requires some inputs and in turn produces output in the form of knowledge, skills and attitudes (KSA). Now-a-days, training programme is an investment because the departments such as marketing and sales, human resources, production, finance etc. depends on training for its survival. Training programme provides the opportunity to raise the profile development activities in the organization. The primary responsibility of an organization is to assure that its people perform the assigned jobs safely and effectively. So training personnel must be responsive to the needs of the organization, working hand-in-hand with line managers and supervisors to ensure that training needs are properly analyzed and accordingly those training programmes are developed and implemented in the most efficient and effective way. Generally, evaluation is done at four levels: reaction, learning, behavioural change and result in terms of application of learned behavior in the job and resultant benefits to the organization. Training effectiveness is judged from different angles such as knowing how much learning has been acquired by the learners after the training intervention; how much of those learning objectives have been put into practice on their jobs; and with what results for the organizations. Measuring learning just after completion of training and impact of training on the job are important aspects for effectiveness of a training programme. Trainer, learner and beneficiary organization must use their knowledge expertise in stating training objectives clearly, objectively and in line with the specifications of writing a good objective. Designing a training programme involves an investment of creativity, hard work and money. So, training practitioners justify such investment in the belief that training makes a real difference in the workplace contributing to organizational effectiveness that means it is 'Return on Investment (ROI)'. The contribution of a training programme to the organization is arrived at through the process of evaluation. The principles of effective training are intended to assist organizations in establishing and maintaining effective training programmes that produce well-qualified, competent personnel to operate and maintain the organization in a safe and reliable manner. Training evaluation is a critical component of analyzing, designing, developing and implementing an effective training programme. The persons responsible for evaluation of training programmes are the senior management, trainer, line management, the training manager, and the trainee

IMPORTANCE OF TRAINING EVALUATION AND ITS EFFECTIVENESS As organizations need to invest in the development of human capital through training programmes, it is important to develop a tool that will help the organization to improve the training effectiveness. If a training programme is proved to be effective, it will definitely yield the positive results that are desired by the company. The effectiveness of training programme can be maximized by following ten steps as under:

1) Training-needs identification 2) Pre-training activities 3) Planning and organizing the program properly 4) Designing the module 5) Feedback on the faculty 6) Feedback from the external faculty 7) Training plan and budgets 8) Development of In-house faculty 9) Nomination to external seminars and training programs 10) Focus on quality training.

6 Popular Employee Training Methods (With Examples)

Employee training is one of the most critical parts of the employee experience. When a new employee starts, they're a sponge, ready to absorb information about your company, your policies and procedures, and their role and responsibilities. Existing employees also need ongoing training to learn new skills, improve existing ones and continue to grow over time. But what's the best way to facilitate the training process?

Technological advancements have revolutionised the training industry, giving managers more training method options than ever. Companies now have access to all kinds of digital tools like training videos and computer-based training, and can still leverage tried-and-true methods like traditional classroom training. Trainers also have to bear in mind the 3 key learning styles; visual (learning by seeing), auditory (learning by hearing) and Kinesthetic (learning by doing) learning. But with so many different options, it's hard to know what's right for your company and employees.

As you're considering how to best train your team, review these 6 popular employee training methods to see what's right for you.

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1. Instructor-led classroom training

Classroom-style training is the most traditional and widely used training method, accounting for 42% of a company's training hours on average and used exclusively or mostly (90% to 100% of the time) by 13% of organisations. This method mimics other educational environments like a college course. A subject matter expert or training manager prepares a classroom experience – usually a lecture-style presentation with a PowerPoint as a visual accompaniment – and presents in front of a group of trainees. This method has been around for a long time, and for good reason. It comes with plenty of benefits. Namely, classroom-style training allows for personal interaction. It gives trainees the right environment and resources to interact with instructors to ask questions that might go unanswered in a non-interactive forum. It also empowers relationship building between the trainer and trainee, and fellow trainees who are learning and growing together. The biggest disadvantage to instructor-led classroom training is its lack of scalability. This method requires an instructor to be present at all times, and can get complicated when class sizes get too big for one-on-one interactions. Another major disadvantage of this method is its rigidity. If one trainee is outpacing others, ready to learn more and feeling unchallenged, he or she isn't able to create a personalised learning path. If you decide instructor-led classroom training is right for your company, be sure to keep the energy high; these sessions can run long, and without breaks, discussions and time to move around, trainees can lose interest quickly.

One company that's taking lecture-style training to the next level is men's clothing brand

Bonobos. Their People Team – a recruitment, employee experience, HR mashup – is constantly experimenting with new training techniques. One of the most successful experiences was Learn.Know.Bos, a week-long classroom-style training that featured lectures on emotional intelligence, public speaking, retail and more from industry leaders. The company said TED-style training environment not only sharpened employees' skills but also increased transparency and cross-functional awareness across the company.

2. Interactive methods

This training method takes classroom-style lectures to a new level by adding interactive and group activities to the training experience. Popular interactive methods include small group discussions, case study reviews, role playing, quizzes and demonstrations. Since 1 in 5 employees say training is often uninspiring and prohibits learning, this approach is a great way to add fun, engaging experiences to the training process.

Interactive training can be highly effective because it combats the one-directional transfer of knowledge that comes with lecture-style training; by empowering conversation and group interaction, you not only keep the energy high, but allow participants to all learn from each other. Unfortunately, however, some people can get lost in the shuffle. This method is great for outgoing people who are more extroverted, but quieter employees might not feel as comfortable speaking up and interacting, and may get less out of this type of training. If you are going to use interactive training methods, consider incorporating activities that get everyone equally involved to ensure all your trainees reap the benefits of your time together.

One company that's recognised for having a leading interactive training program is Pixar. Their in-house training program, Pixar University, hosts about 14 social and interactive classes per week. In an effort to build morale and empower collaboration, the company allows all employees to skip work and attend these group classes, which cover topics like fine arts, skills training and even improv. This video is a little old now, but does a great job of explaining the concept:

3. Hands-on training

Hands-on training skips the conceptual and dives right into the practical, allowing trainees to quickly get their hands on whatever they're learning. This approach is widely preferred by employees; 52% of adults say the best way to learn is through active participation.

On top of being well-received by trainees, hands-on learning also has several other advantages. It's often a quicker process because you dive in on day one. It can also boost knowledge recollection; long days in a training lecture may leave some trainees fried, but hands-on training requires focus, which can improve information retention.

For some people, however, this can pose a challenge. Many people struggle to understand the intricacies of their role without first having the right context. If you are going to offer hands-on training, you should first get to know your trainee to understand whether this method will be effective for him or her. Hands-on training can work, but only if that's how a person learns. You can overcome this obstacle by incorporating a job shadowing experience into the process. Giving a trainee time to see how a pro does something can help provide the context and expectations they need to succeed.

One company that uses a hands-on approach to training is Seattle Genetics, a global oncology pharmaceutical and tech company. The cancer-fighting giant offers unique one-year fellowships that immerse employees in hands-on trainings. Through the program, fellows pair up with experienced trainers to complete hands-on projects like marketing strategies, data analyses and risk management plans, foregoing traditional classroom training to accelerate the learning process from day one.

4. Computer-based and e-learning training

If you're looking for a training method that removes the need for an in-person facilitator, computer-based or e-learning trainings may be right for you. While sometimes used interchangeably, these two approaches have one distinct difference:

computer-based training

(CBT) encompasses any type of training that takes place on a computer, while e-learning training is specifically training that's hosted online via a website or web app. These digital trainings usually mimic classroom-style trainings, displaying visual content on screen that supports a lecturer's voiceover. They can also include resources like videos and reading material to accompany coursework, similar to what you might find in a classroom environment.

This training style is widely adopted by modern employers; one study found that 77% of American companies offer some kind of online training as a professional development tool. Many companies choose CBT or e-learning courses because they easily scale; one person or 500 people can take CBT courses at one time, starting and stopping at their own pace. This helps empower a range of learners as people who want to take their time and dive deeper have the freedom to do so, while quick learners who are more easily bored can move through coursework more rapidly.

However, that advantage comes with a disadvantage; because CBT courses are unmonitored, it's hard to know whether trainees are truly engaged with the material. A tip to overcome this obstacle is to incorporate quizzes and interactive modules throughout the digital experience. This helps you assess a trainee's grasp of the material and whether he or she retained the most important information.

There are many examples of CBT learning platforms you may already be familiar with. For example, LinkedIn's Lynda.com is a continuing education platform where professionals can buy and take classes on design, programming, business development, career development, leadership and more. Many companies choose to leverage existing e-learning platforms like Lynda.com to grow their employees; it prevents the costs associated with designing a custom curriculum

5. Video training

Over the past few years, video has emerged as a game-changing media both for external use (like marketing and sales) and internal use, like training. 44% of executives strongly agree that video will be the "de facto" form of internal communication in the next five years, and 96% of businesses say video helps them train employees better and faster. Employees are also onboard with video training; 75% say they're more likely to watch a video than they are to read emails, Articles or documents.

There are lots of different approaches you can take when it comes to video training. The most common styles include:

1. Animation: This style of training video is best for explaining complex topics that don't have an easily-recorded visual.
2. Live action: These demonstration-style videos are great for showing role-play scenarios, like interactions between employees and customers.
3. To-camera: Through this method, a narrator explains the information being covered in an interview-style format, speaking directly to the viewer.
4. Screen recorded: This method records the actions taken on a computer, making it great for walking employees through how to use new digital tools.

No matter which option you choose, training videos can replace long documentation and dry on boarding handbooks with interactive, engaging content. They also come with several key benefits. They're always accessible Unlike in-person training that requires a meeting room, a facilitator and a schedule, video is always ready to go. Your team can watch training videos anytime on any device, and revisit them down the road. They can be affordable to produce Online learning platforms can be very expensive to build, and in-person trainings take your smartest subject matter experts away from their most important role – doing what they were hired to do.

On the other hand, video cuts the need for those time and financial resources. They make learning easy Showing information on a static PowerPoint slide isn't the most engaging way to share information, and it also isn't the most effective. Video animation can help to explain complex subjects using graphics, motion and voiceover. It's easy to change content. When you build a custom e-learning platform, it can be difficult to go into the program to input and update content. You'll also likely have to work with a system administrator or IT

professional to access your platform's content management system. On the other hand, video – especially animated video – can easily be updated to reflect changes in your company's training. Like all the other options on our list, video training comes with a few disadvantages. Specifically, video learning is an individual experience, while some other training methods involve group learning and relationship building. This approach can work for people who learn best when alone, but it might not be as effective for people who learn best in a team setting. Overcome this disadvantage by coupling your video training with more interactive training methods like coaching and mentoring – coming up in the next section. A few great examples of training videos are found in Airbus's corporate training series. Airbus walks pilots and flight attendants through the ins and outs of their planes via a video tour, Over viewing features and safety procedures in a real-world situational video. This is a great example of how and when to use live action video training.

If you're going to use video training methods as you onboard and develop employees, consider partnering with a training video agency. While video can be affordable, it can be time consuming if you're not a video pro. Partnering with an agency that specialises in training videos will save you time and frustration when you don't have the internal resources to handle the work yourself.

Coaching and mentoring- Training doesn't always have to come from a curriculum; sometimes the best learning opportunities happen in human interactions. Consider implementing a coaching or mentoring program to supplement your more structured employee training methods. Having a mentor not only creates growth opportunities for employees, but it builds relationships that help them feel more connected to and supported by your company. Mentoring can also impact your company's bottom line; 77% of companies say their mentoring program improves employee retention and job performance.

Research Methodology:

This research study was undertaken to provide an insight into the significant role of effective Training Evaluation in the IT-BPO organizations. Business dynamics based on globalization has placed increased pressure on firms to become more competitive and profitable. Organizations use various strategies to remain competitive. Outsourcing activities have gained importance and have increasingly emerged as a key strategic tool in achieving - cost reduction, quality and delivery improvement, cycle time reduction, and improved responsiveness to customer, competitive and financial market demands.

Research Design:

Research Design refers to the overall structure and orientation of an investigation. This structure provides a framework within which data is collected and analyzed. Research methods, on the other hand, refer to operational techniques of data collection. Researcher can resort to more than one method of data collection within the same research design. For example, quantitative survey design could include both self administered questionnaire and structured interviews. In the present study quantitative survey research design is adopted, where data are collected through self administered questionnaire. Descriptive research is also known as statistical research; it describes the data and characteristics about the population or phenomenon being studied. Descriptive research often has an aim to describe the population or phenomenon and researchers may follow up with examination of why the observation exists and what the implications of the findings are. Both primary and secondary data were collected. The data were collected by administering a questionnaire to multiple organizations in the ITeS-BPO industry through a sample survey. The selection of the individuals to participate in the survey was done through the standardized random process.

Sources of Information

Secondary Data

The information relevant to the subject for various available books, articles, journals, periodicals; industry reports magazines, press/media publications, published and unpublished sources, electronic databases and World Wide Web facilities. Collected questions and responses through hr social networking approach and in Quora from Tech Mahindra and Wipro technologies

Primary Data

The primary data is to be collected by using a structured questionnaire that was developed for the purpose of this study and administered to the respondents. Qualitative data was P a g e | 100 collected through interviews with senior managers and HR Managers to gain better understanding on the subject of research and its impact on the industry.

II. Conclusions and observations:

The causes of **attrition in Indian IT sector** may be either voluntary or involuntary. **Attrition** refers to the loss of **employees** due to reasons other than firing and other employer-initiated events. The employer has no direct control over how many personnel's are lost to **employee attrition**.

Does training increase employee retention?

In many cases, work place **training** can actually **increase employee retention** because it helps **employees** develop a greater sense of self-worth as they become more valuable to your association's staff. **Retention strategies** are policies and plans that organizations follow to reduce employee turnover and attrition and ensure employees are engaged and productive long-term. The key challenge for businesses is ensuring a **retention strategy** aligns with business goals to ensure maximum return on investment. One of the biggest focuses of any company is the hiring and even more importantly, the retaining, of top-notch talent. People have come up with many ways to retain the talent that they work so hard to find, and there are some ways that are obvious like great pay, benefits, and flexible scheduling.

But have you ever considered the impact that your training program could have on retention? Maybe not, since sometimes it doesn't seem like training is highly-regarded by your employees, but we're here to tell you that it is. 67% of learners say that employer-provided learning opportunities are either important or extremely important to their overall job satisfaction. Beyond that, over 61% of work-related training is initiated by the employees, whereas only 39% was required by the employer. This proves once again that employees want and expect to have workplace learning opportunities frequently and to promote their overall job satisfaction.

Since corporate learning plays such an important role in job satisfaction, we've developed a list of 5 training ideas that will have a positive effect on retention. I got motivated by the ARTICLES OF Lorri Freifield on Training increases employee retention where they implemented various evaluation methods on training in US based industries and finally I am looking for a new ways of involving the German based technology industry 4.0 used for training methods and evaluate its effectiveness in the Indian IT industries.

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