

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)].

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 4064 Cities in 176 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	AN ANALYSIS OF THE IMPACT OF MOBILE BANKING SERVICE QUALITY ON CUSTOMER SATISFACTION AND LOYALTY: A CASE STUDY OF STANDARD CHARTERED BANK OF ZIMBABWE <i>DR. B. NGWENYA & A. MANJERA</i>	1
2.	REINFORCEMENT OF LECTURE PRESENTATION BY USE OF ANIMATION IN MATHEMATICS <i>WILLIAM NKOMO & BERTHA KARIMBIKA</i>	6
3.	ANALYTICS CUSTOMER RELATIONSHIP MANAGEMENT PROGRAMS AND TECHNOLOGIES: ISSUES AND TRENDS IN BANKING SECTOR <i>S.POOMINATHAN, M.BHAVANI & DR. M. R. VASUDEVAN</i>	12
4.	UNDERSTANDING NEED OF FLOWER GROWERS OF HIMACHAL PRADESH <i>APARNA MAITRA PATI & SUKHJINDER SINGH</i>	16
5.	CHALLENGES AND PROBLEMS ENCOUNTERED BY WOMEN ENTREPRENEURS IN NELLORE DISTRICT <i>C. PRAKASH, R.VANI & E. VENKATESH</i>	22
6.	CAR NUMBER PLATE DETECTION AND RECOGNITION <i>JOYASHRI BASAK & DR. RATIKA PRADHAN</i>	28
7.	AN ANALYTICAL STUDY ON DIMENSIONS OF TRAINING & DEVELOPMENT AND ITS IMPACT ON ORGANISATIONAL EFFECTIVENESS WITH REFERENCE TO SELECTED IT COMPANIES IN BANGALORE <i>DR. T.P. RENUKA MURTHY, DR. MAHESHA KEMPEGOWDA & VANISHREE.G.M</i>	32
8.	EMPOWERING CHILDREN WITH SPECIAL NEEDS THROUGH ASSISTIVE TECHNOLOGY IN THE CLASSROOM <i>SUHANA SYED BURHAN & DR. SARA BEGUM</i>	36
9.	A SURVEY ON HAND GESTURE RECOGNITION <i>JHUMA SUNUWAR & DR. RATIKA PRADHAN</i>	40
10.	AN EMPIRICAL ANALYSIS ON ONLINE SHOPPING SATISFACTION AND LOYALTY OF CUSTOMER WITH SPECIAL REFERENCE TO TAMILNADU <i>S.POOMINATHAN & DR. S. AMILAN</i>	44
11.	A STUDY OF CONSUMER BEHAVIOUR ON TWO-WHEELERS WITH SPECIAL REFERENCE TO BAJAJ PRODUCTS IN SALEM <i>DR. A. VINAYAGAMOORTHY, M. SANGEETHA & L.MARY ANTONI RSOALIN</i>	48
12.	A STUDY OF INTERNET BANKING PROCESS AND PRACTICE OF STATE BANK OF INDIA <i>DR. MANOJKUMAR J. GAIKWAD & ARVIND K. RAUT</i>	52
13.	FIRM'S DEBT MATURITY STRUCTURE IN PETRODOLLAR COUNTRIES: THE CASE OF KSA LISTED COMPANIES <i>DR. BOUABIDI MOHAMED & DR. OSAMAH HUSSIEN RAWASHDEH</i>	54
14.	AN EMPIRICAL STUDY OF ABSENTEEISM IN PUMPS INDUSTRY WITH SPECIAL REFERENCE TO COIMBATORE <i>DR. S. SARAVANAN</i>	65
15.	SCRUM IN AGILE TESTING <i>GOWDHAMI.D & ARUNA DEVI.P</i>	72
16.	THE INFLUENCE OF RECAPITALISATION IN THE NIGERIAN INSURANCE MARKET ON MARINE INSURANCE <i>NWOKORO, I. A.</i>	75
17.	AN APPRAISAL OF ROUTING AND SCHEDULING IN LINER SHIPPING (CASE STUDY: LAGOS PORT COMPLEX) <i>OBED B.C NDIKOM & BUHARI SODIQ</i>	79
18.	ROLE OF TEACHERS IN DEVELOPING EMOTIONAL INTELLIGENCE <i>TIMY THAMBI</i>	87
19.	MICRO-CREDIT MANAGEMENT BY PUNJAB NATIONAL BANK WITH REFERENCE TO FINANCING SHGs IN VARANASI <i>SOFIA KHAN</i>	89
20.	OPINION ANALYSIS ON TRANSPORT ISSUES AMONG WOMEN CONSTRUCTION WORKERS IN KODAIKANAL <i>P.LALITHA</i>	96
	REQUEST FOR FEEDBACK & DISCLAIMER	99

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya's University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbul Industrial College, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatrapati Shivaji Institute of Technology, Durg, C.G.

PROF. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

PROF. R. K. CHOUDHARY

Director, Asia Pacific Institute of Information Technology, Panipat

DR. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Dean (Academics), Rajasthan Institute of Engineering & Technology, Jaipur

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N. Government College, Faridabad

DR. SAMBHAV GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

DR. BHAVET

Faculty, Shree Ram Institute of Business & Management, Urjani

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

ASHISH CHOPRA

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled '_____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:
Affiliation with full address, contact numbers & Pin Code:
Residential address with Pin Code:
Mobile Number (s):
Landline Number (s):
E-mail Address:
Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

AN ANALYTICAL STUDY ON DIMENSIONS OF TRAINING & DEVELOPMENT AND ITS IMPACT ON ORGANISATIONAL EFFECTIVENESS WITH REFERENCE TO SELECTED IT COMPANIES IN BANGALORE

DR. T.P. RENUKA MURTHY
PROFESSOR
VTU-MBA
VTU-REGIONAL OFFICE
HANCHYA

DR. MAHESHA KEMPEGOWDA
ASST. PROFESSOR
BIT-MBA
BANGALORE

VANISHREE.G.M
RESEARCH SCHOLAR
VTU-REGIONAL OFFICE
HANCHYA

ABSTRACT

The study is aimed at analyzing the dimensions of Training and Development and its impact on organizational effectiveness and productivity in selected IT Companies in Bangalore, Karnataka. Study also examines the utilization, purpose, difficulties and satisfaction level of respondents, based on survey and statistical tools administered to the study. It explores the impact analysis of Training and Development on Organisational effectiveness that can benefit the IT industry to accept the new learning culture to facilitate the users and benefit by expanding their knowledge horizon and enhanced competency. Further the study suggests the need to provide training a new approach for the Organisational effectiveness, so that the IT industries use the appropriate facilitation tools and techniques of training to obtain required productivity and output effectiveness. The study aims at establishing correlation between training organizational effectiveness and productivity with special emphasis on selected IT companies in Bangalore. Researchers have administered SPSS statistical tool to evaluate the relationship between the training initiatives and the amount of Organisational effectiveness derives on each initiatives pounded on each occasion.

KEYWORDS

training & development, organizational efficiency, productivity, IT Companies, Karnataka.

1. INTRODUCTION

Training is the process for providing required skills to the employee for doing the job effectively, skillfully and qualitatively. Training of employees is not continuous, but it is periodical and given in specified time. Generally training will be given by an expert or professional in related field or job.

Training is required at every stage of work and for every person at work. To keep one updated with the fast changing technologies, concepts, values and environment, training plays a vital role. Training programmes are also necessary in any organisation for improving the quality of work of the employees at all levels. It is also required when a person is moved from one assignment to another of a different nature. Taking into account this context, this unit aims at providing insight into the concept, need and methods of training, also areas of evaluation of training, retraining and dimensions of organisational learning.

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees. Training is investment in getting more and better quality work from your talent.

Training both socially, physically and mentally are very necessary in facilitating not only the level of productivity but also the achievement of organizational plans and strategy.

The aim of training and development programs is to improve organizational capabilities and employee ability. When the organization invests in improving the skills and knowledge for its employees, the investment will lead to more productive and effective employees. Successful Training and development programme focuses on employee performance or team performance.

2. REVIEW OF LITERATURE

Employee training and development does not entail only obtaining new abilities, skills and knowledge but also the possibility to promote entrepreneurship, initiate employees to changes, encourage the changes of their attitude, introduce the employers to important business decisions and involve them actively in the process of decision making within the context of learning organisation, it is not sufficient for the worker only to add value to the organization based on his knowledge but he also has to receive knowledge. He gives as much knowledge as he receives. Organizations that invest in the training and development of their employees reap many benefits. But so do employees and the society in which they live.

Oatey (1970) Training improves a person's skill at a task. Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization.

Yoder (1970) Training and development in today's employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes for beyond the simple routine.

Hesseling (1971) Training is a sequence of experiences or opportunities designed to modify behavior in order to attain a stated objective.

Kane (1986) if the training and development function is to be effective in the future, it will need to move beyond its concern with techniques and traditional roles. He describes the strategic approaches that the organization can take to training and development, and suggests that the choice of approach should be based on an analysis of the organization's needs, management and staff attitudes and beliefs, and the level of resources that can be committed. This more strategic view-point should be of use in assessing current efforts as well as when planning for the future.

In the empirical research conducted by **Watad & Ospina (1999)**, they identified the establishment and implementation of training and development. Found that training and development programmes should be based on training needs identified by their analysis, that money and time invested in training and development should be related or linked to the mission or core business strategy of the organization.

Oribabor (2000) submitted that training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Isyaku (2000) postulated that the process of training and development is a continuous one. Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavors make staff development a necessity, to keep track with current event and methods.

According to **Wright & Geroy (2001)**, employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction complaints, absenteeism and turnover can be greatly reduced when employees are so well trained that can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities.

3. BACKGROUND OF THE STUDY

The link between training and an organization's effectiveness is strongly supported by research. Researcher has found that companies that invest more in training have higher revenues, profits, and productivity growth than firms that invest less in training. A review of research on training and organizational effectiveness found that training is positively related to human resource outcomes (e.g. motivation, behaviours, employee attitudes,), organizational performance outcomes (e.g. performance and productivity), and to a lesser extent productivity.

4. RESEARCH METHODOLOGY

This section deals with description of study procedures and the methods employed in the study. Areas covered include the research design, population, sample and sampling techniques, data collection procedures and analysis.

4.1 PROBLEM STATEMENT

To study the impact of Training and Development on organizational Efficiency and productivity with special reference to selected IT Companies in Bangalore.

4.2 OBJECTIVES OF THE RESEARCH

The main objective of this research is to study the impact of Training and Development on organizational Efficiency and productivity.

The specific objectives are as follows:

1. To Study the type of training received and its impact on employee satisfaction with training for employees of selected IT industry
2. To Study the length of training will positively impact satisfaction with training for employees in the IT industry.
3. To Study the relationship between leadership and team building with job satisfaction of employees in the IT industry.

4.3 RESEARCH QUESTIONS

1. What account for the low support for impact satisfaction positively with training for employees in IT industry.
2. What actions are necessary to get the support for impact satisfaction positively with training for employees in IT industry.
3. Is there any link between good training with Organisational efficiency?

4.4 RELEVANCE OF STUDY

The significance of the study is to:

1. Improve understanding of the role of training and development in the achievement of organizational objectives in IT Companies in Bangalore.
2. Add to literature on organizational effectiveness in IT Companies.

4.5 POPULATION OF THE STUDY

Population refers the group about whom the researcher wants to know more and from whom a sample will be drawn. This is often defined in terms of demography, geography, position, designation, need for training, frequency of attending training etc.

IT Companies in Bangalore are considered as major group for selecting respondents to the Study. 48 respondents from selected three companies who designed training programme for the employees and to groom them for future roles.

The targeted population for the study thus includes middle level managers, team leads and all heads of the various departments at the different level of heirarchy.

4.6 SAMPLE AND SAMPLING TECHNIQUE

A sample size is a finite part of a statistical population whose properties are studied to gain information about the whole. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey (Neuman,1997).

The researcher adopted both the Survey and Purposive sampling technique. The survey sample technique ensured that each member of the targeted population has equal chance of being selected. Under the purposive or judgment sampling technique, the researcher purposively draws a sample from the population which he thinks is a representative of the population.

4.7 DATA COLLECTION

Because the study focuses more on Training and Development of IT employees, the importance of primary data is evident; here the views of respondents will be sort direct. Initial visit to the IT Companies was to introduce T & D, familiarize researcher with the Objectives of Training as well as to seek their consent for the study.

4.8 SCOPE (DELIMITATION)

Dimensions of Training & Development and its impact on Organisational Effectiveness with reference to selected IT Companies. However, this study is limited to selected to IT Companies in Bangalore. This is due mainly to proximity, time and financial constraints in carrying out this research.

4.9 LIMITATIONS OF THE STUDY

1. The researcher had to understand the timing of training and trainers approach to reach out the respondents to elicit the responses for the research.
2. To carry out the research simultaneously and continually, researcher was not pre-financed and time to facilitate data collection and analysis.

5. ANALYSIS AND DISCUSSIONS

Impact of training and development on organizational effectiveness and productivity in IT Companies emerged as the most critical workforce challenges in the present competitive modern organizations. The problem of training and development on organizational efficiency and productivity in IT Companies has become even more pronounced in Indian IT industry. Organizations devote more resource and time on retaining existing talented employees. The critical issues in training and development on organizational effectiveness and productivity in IT Companies assess the various influencing factors that IT Employees need to address in future.

The following Table - 1 shows the identified factors of training and development on organizational effectiveness and productivity in IT Companies:

TABLE – 1: FACTORS INFLUENCING TRAINING AND DEVELOPMENT ON ORGANIZATIONAL EFFICIENCY AND PRODUCTIVITY IN IT COMPANIES

Sl No	Factors
1	Employee counselling
2	Conflict mediation
3	Team building
4	Crisis management
5	The art of coaching
6	Career counselling
7	Leadership skills

ANOVA

Impact and influence of **dimensions of Training & Development and its impact on Organisational Effectiveness with reference to selected IT Companies.**

H₀: There is no significant (statistically) difference in rank orders/ preferences of respondents between 48 responses of respondents with respect to dimensions of Training & Development and its impact on Organisational Effectiveness with reference to selected IT Companies.

H₁: There is a significant (statistically) difference in rank orders/ preferences of 48 responses of respondents with respect to dimensions of Training & Development and its impact on Organisational Effectiveness with reference to selected IT Companies.

TABLE 2: MEAN, STANDARD DEVIATION AND TEST STATISTICS OF DIMENSIONS OF TRAINING & DEVELOPMENT AND ITS IMPACT ON ORGANISATIONAL EFFECTIVENESS WITH REFERENCE TO SELECTED IT COMPANIES

No.	Descriptive Statistics			Test Statistics ^{a,b}	
	Factor	Mean	SD	Asymp. Sig.	Decision
TD_1	Employee counselling	4.86	0.47	0.314**	Not Sig
TD_2	Conflict mediation	4.85	0.49	0.319**	Not Sig
TD_3	Team building	4.13	0.45	0.310**	Not Sig
TD_4	Crisis management	4.15	0.46	0.349**	Not Sig
TD_5	The art of coaching	4.17	0.40	0.355**	Not Sig
TD_6	Career counselling	4.59	0.38	0.398**	Not Sig
TD_7	Leadership skills	4.87	0.49	0.363**	Not Sig

Interpretation

From the above Table 1, the mean of TD_1,TD_2,TD_3,TD_4,TD_5,TD_6 & TD_7 which indicate that the respondents are in agreeableness with the factor **dimensions of Training & Development and its impact on Organisational Effectiveness with reference to selected IT Companies**, as the values are almost nearer to the response 'Strongly Agree'. Moreover, the standard deviation for all the statements TD_1, TD_2, TD_3, TD_4, TD_5, TD_6 & TD_7 are in the range of 0.45 indicate that there is not much deviation from the responses as expressed by the respondents with respect to the agreeableness of the factor **dimensions of Training & Development and its impact on Organisational Effectiveness with reference to selected IT Companies**.

CHI – SQUARE TEST

TABLE – 3: CONSOLIDATED RESULTS OF χ^2 TEST

Variable	Relative Factors	χ^2 Value
TD_1	Employee counselling	34.39
TD_2	Conflict mediation	32.63
TD_3	Team building	11.28
TD_4	Crisis management	15.13
TD_5	The art of coaching	10.63
TD_6	Career counselling	31.92
TD_7	Leadership skills	39.65

Critical Value for all the factors is 4.957 and the Degree of Freedom is 2

In order to find the relationship between the selected independent variables such as Employee counselling, Conflict mediation, Team building, Crisis management, the art of coaching, Career counselling, Leadership skills sufficient resources and Organisational support have been taken into consideration for analysis. Since the study centers on the dependent variable i.e., the training and development variables respond to Organisational effectiveness, a chi-square test was employed and some of the results of the test are shown in Table - 3.

As mentioned earlier, an attempt has been made to analyze the relationship between the independent variables and the dependent variable. For this purpose the respondent's feedback has been classified based on training dimensions viz, Employee counselling, Conflict mediation, Team building, Crisis management, the art of coaching, Career counselling, Leadership skills.

FINDINGS

Findings of the study:

- 81% of the respondents see the influence of T&D in expanding in the immediate future (3 years)
- 50% of the respondents believe their training offerings will grow in the next two years
- Virtual learning is set to take center stage, with eLearning (85% will offer it), collaborative training (67%) and online (63%) being the formats identified as necessary for success
- 87% agreed/strongly agreed that the majority of learning will be collaborative going forward
- All respondents agreed/strongly agreed that learning in the future will be done in short timeframes, using 'micro modules' to provide more focused learning and achieve better results

SUGGESTIONS

- 1) High morale – employees who receive training have increased confidence and motivations;
- 2) Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;
- 3) Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;
- 4) Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;
- 5) Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;
- 6) Help to improve the availability and quality of staff.

CONCLUSION

Companies today are forced to function in a world full of change and complexity, and it is more important than ever to have the right employees in order to survive the surrounding competition.

Employee counselling, Conflict mediation, Team building, Crisis management, The art of coaching, Career counselling and Leadership skills do have greater impact and application on employees day to day work in the organisation.

It is possible that employee responses could vary based on geographic location, nature of training content received, impact of leadership, application of knowledge at work. While the focus of this research was to study the role of training, incentives, and benefits received by IT employees on job commitment, it is possible that other factors including relationship with supervisors, availability of mentors, job enrichment opportunities, and opportunities to meet professional and social needs of employees could particularly impact commitment among IT Employees.

REFERENCES

1. Afshan, S., Sobia, I., Kamran, A. & Nasir, M. 2012. Impact of training on employee performance: a study of telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business* 4, 6.
2. Ahuja, K. 2006. *Personnel management*. 3rd Ed. New Delhi. India. Kalyani publishers,
3. Armstrong, M. 1995. *A handbook of personnel Management Practices*. Kogan Page Limited London.
4. Barry, G., Harvey, B.M, & Ray, N.O. (1994). *Employee Compensation: Theory, Practice, and Evidence*. Working Paper
5. Bohlander, G.W. & Snell S.A. 2004. *Managing Human Resources*. 13th Ed. Mason, Ohio. South-Western Publishing Co.
6. Cole, G.A. 2002. *Personnel and human resource management*, 5th Ed. Continuum London: York Publishers.
7. Devanna, M. A., Fombrun, C. & Tichy, N. 1984. A framework for Strategic Human Resource Management. In *Strategic Human Resource Management* 31 – 51. Ed. Fombrun, C. J., Tichy, N. M. & Devanna, M. A. New York: John Wiley and Sons.
8. Evans, P., Pucik V. & Barsoux J-L 2002. *The Global Challenge: Framework for International Human Resource Management*. Boston: McGraw-Hill.
9. Gerhart, B., Milkovich, G. T., & Murray, B. 1992. Pay, performance, and participation. In D. Lewin, O. Mitchell, & P. Sherer (Eds.), *Research Frontiers in Industrial Relations*, pp. 193-238. Madison, WI: Industrial Relations Research Association.
10. Ghauri, P. & Grønhaug, K. 2005. *Research Methods in Business Studies: A Practical Guide*. 3rd Ed. London: Prentice Hall.
11. Ghauri, P. N. & Prasad, S. B. 1995. A network approach to probing Asia's interfirm linkages. *Advances in International Comparative Management* 10, 63–77.
12. Gordon, B. 1992. Are Canadian firms under investing in training? *Canadian Business Economics* 1,1, 25–33.
13. Hendry, C. 1994. *Human Resource Strategies for International Growth*. London: Routledge.
14. Ichniowski, C., Shaw, K. & Prennushi, G. 1997, The effects of human resource management practices on productivity: a study of steel finishing lines., *American Economic Review* 87,3, 291–313.
15. Jackson, T. 2002. Reframing human resource management in Africa: a cross-cultural perspective. *International Journal of Human Resource Management* 13,7, 998–1018.
16. Kamoche, K. 2002. Introduction: Human Resource Management in Africa. *International Journal of Human Resource Management*. 13,7, 993–997.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, nor its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal is exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

