

Significant Literature on the Prominence of Training and Development in CMM Level 5 Indian IT/ ITES Industry

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The review of the literature is a part of the research that tries to fill the gap in the area of research by exploring various variables that covers the in their study in reference to the prominence of training in CMM level V. Indian IT and ITeS industry. The network of the study contains variables such as trainee motivation, Management orientation, perceived needs, perceived training quality, scepticism and perceived benefits. The first three among them, which is trainee motivation, Management orientation and perceived needs are the independent variables and perceived benefits is the alone dependent variable for the study. The study also has to intervening variables which are perceived training quality and scepticism, where perceived training quality is a mediator variable and scepticism is a moderate variable. The scope of this chapter is to introduce to the various variables that have been selected as a part of the study and to examine the relationship between these variables from previous studies that already been conducted in the context of training and development. The initial session of this chapter would give an introduction to training and other development activities in an organisation specifically to software industry and second part of this chapter give a detail analysis of various studies conducted on the variables selected for the study.

(Austen & Seymour, 2009) reveals that talented and well-respected leadership is essential in software industry, as always in other industries with world class systems. Methodologies and processes are required to continuously deliver in a competitive environment in which quality has to be achieved in minimum time. 'Recruit, Retain and Retrain' would be the 'mantra' for an effective HR paradigm in this software industry, where people provide the critical competitive advantage. A manageable acquisition strategy is required to realise the benefits of adequate vigilance in the industry and to evolve strategies for adopting and learning new technology and business models.

(Rabayah & Sartawi, 2008) describes two alternate models for future growth of top Indian firms: MBG (Manpower-Based Growth) and KBG (Knowledge-Based Growth). In the first model, revenue growth is fuelled largely by growth in manpower. In the second model, the firm penetrates value-added market segments and growth is fuelled by increasing the revenue per person. He says that the Indian software service providers are in an enviable position due to unprecedented market growth, overseas shortage of manpower, access to high quality and low-cost manpower within the country. It is due to this fact that a proper work climate and various kinds of training facilities are provided to the employees.

(Blümel & Haase, 2010) states that 'Training and Development' efforts of organisations have positive impact on their performances. While each industry comprises of skilled, semi-skilled and unskilled employees, there seems to exist a possibility of bridging these gaps through informal, on-the-job training by skilled employees. Such training efforts, prima face, look to be economical both in terms of money and time required. Future research could endeavour to find out as to what extent informal training can help in bridging these skill gaps, thereby reducing the load on 'structured training efforts'.

(Tsukamoto, Takemura, Nagumo, & Matsumoto, 2011) lists out the problems faced by the software employees such as working in odd or night shifts particularly in call centers, marital discords due to men's suspicion about their working spouses, problem in securing a work-life balance and carrying employers' displeasure for prolonged leave due to postnatal problems. Therefore, the industry has to make special efforts to make women's stay in work places secure, convenient and

in a non-discriminated way. In this way, as most of the HR practices focus on their organisational goal rather than the employee's personal imbalance.

(Tellers-rogers, Pasztor, Kleinpeter, & No, 2003) identified the reason for large scale investment in continuous training programmes. It is due to the development of competent manpower base for companies' operational and strategic performances. A highly pro-active and comprehensive approach is called for analysing the task competences that are demanded by job certification procedure. Creation and management of voluminous performance-based training database and repetitive administrative work need IT tools for an effective and networked information system providing workflow automation. Effective learning depends upon selection of suitable training strategies. The strategy must be selected as per the subject matter, simplicity or complexity of the messages, resources available, target group, competency of the trainer, etc.

(Noe, 2010) express that sensitivity training is considered as a means to achieve strategic and operational objectives. The emphasis is on experimental learning and conceptual understanding and gaining skills and competences, balancing the individual and organisation goals and accepting and maintaining the interface between economy and changing role of the individual, collectively (family and organisation) and the society. "This training aims at individual growth and development, improved emotional and social skills, better team working and role taking, improved work climate/culture, reduced resistance to change and enhancing enabling mindsets."

(Jehanzeb, Arabia, & Development, 2013) emphasize that existing training strategies must be modified in order to adequately prepare users to employ collaborative applications. The authors found that training programmes should sensitize users to the interdependencies that exist among their tasks and make them aware of the collative consequences of their individual actions. Users have to engage in collective problem-solving efforts and continuously learn new and acquire knowledge during the process of appropriation of the collaborative application

(Bilginsoy, 2003) in her research work argues that unlike the traditional 'school' model for training, successful training programmes are competence-based training programmes. These aim at the growth of the organisation and its striving for excellence. The success in harnessing competences help in development, succession and promotion plans. Competence mode goes one step ahead than hierarchical mode and performance pay system by potential leaders based on demonstration of skills. Thus it reinforces a company's corporate strategy, culture and vision-accelerating growth. It reduces the time of functional heads by identifying performance criteria to improve accuracy and eases learning and selection for employees. It assesses their strengths and specifies tangled areas for professional development. However, this is an elaborate process and might not be able to sustain the momentum of the initiative. The employees can consider this as ready recipe for success and therefore have over expectations. This necessitated a simpler model with use of impact-creating language to increase receptivity.

(Cochrane, Law, & Piercy, 2007) has outlined the theoretical perspectives of the international T&D and how it has been implemented by the practitioners. Cultural sensitivity, ability to handle responsibility, ability to develop subordinates and ability to exhibit and demonstrate are to be developed through effective international training and management development. Actually, the content, mode of delivery and rigor are important aspects for overseas assignments. The components of training programmes should be according to country of assignment, type of job, duration, purpose of transfer and the time available. The quality of the training programme should have a major impact upon the employees.

(Zhang, Cai, & Liu, 2002) opines that training is basically done whenever the employees need to acquire certain skills or knowledge and when the organisation has to adapt to any structural or functional change. The absence of inadequate identification of training needs can make or mar the success of any training effort, as the identification exercise alone provides a scientific frame work for imparting training at various levels in the organisation. The participants due to various reasons may not attend the training programmes. Training cards are maintained by the departments to identify these reasons. Lastly, evaluation of the training is a process of putting value on the benefits stemming from the training process in practical, social and / or financial terms. This in turn helps the employees as well as the organisation. So, while implementing the schedule of the training programme, it is essential to analyse the hurdles of the employees before-hand and the layout of the programme shall be designed accordingly.

(Metello & Casanova, 2009) opine that despite the fast growth in the BPO industry, players in India still have not reached a stage where they truly handle an entire business process. Apart from the regular HR functions, every HR manager has to rethink on the human resource strategies involved in identifying skilled personnel, to motivate, retain, develop and elevate the employees. The fact that though entry-level recruitment has not been a problem for the HR manager with the fresh

graduate in the labour pool readily available with language skills, the industry has been facing a fast rate of labour turnover in this category. Attrition signifies not only the loss of talent but also includes the cost of training of the new recruits. The cost for training the new recruits not only at the entry level but also at every interval is significant.

(Bellini, lo Storto, & Storto, 2006; Courtney, 2000; McGuire & McKeown, 2001) say that training means the planned and organised activity to impart skills, techniques and methodologies to employers and their employees to assist them in establishing and maintaining the employment. The Need Analysis identifies discrepancies between desired and actual behaviour/performance. Conducting the training and its evaluation are to see the effectiveness of the selection, adoption, value and modification of the instructional activities. Then, it is important to understand the training needs identification and evaluation process by developing a case study on the training needs identification and evaluation system in 6 different Indian organisations and then comparing it with the available models proposed by the various researchers in Western and Indian contexts to arrive at and propose a comprehensive model of Training Needs Identification and Evaluation. The present study includes all these aspects of training to arrive at fruitful findings with regard to the need, expectation, hurdles and the effectiveness of the training programmes as a macro level research attempt.

(Léger et al., 2011) focuses on outpost of the Global Economy, to ask and answer fundamental questions about the nature of work in the IT industry, the manner in which the work begins to shape the subjectivities of IT employees and finally how this shaping plays a role in defining the new emergent middle class in India. Employment in the IT industry has grown from a few thousands in the eighties to about two million in 2008. This represents a shift not only in the number of persons employed but also in the nature of the work they perform and most crucially, the salaries they draw and the lifestyles they can afford. Never before in India have such a large number of college graduates been hired by companies that offer above- average salaries and assure foreign trips. These jobs offer a vastly different perspective on life and work than was lived by the middle-class before. Thus, the researcher is curious to pictures the demographic profile of the employees working in IT/ITES industry, their job-related information.

(Silveira, 2009) express that sensitivity training is considered as a means to achieve strategic and operational objectives. The emphasis is on experimental learning and conceptual understanding and gaining skills and competences, balancing the individual and organisation goals and accepting and maintaining the interface between economy and changing role of the individual, collectively (family and organisation) and the society. "This training aims at individual growth and development, improved emotional and social skills, better team working and role taking, improved work climate/culture, reduced resistance to change and enhancing enabling mindsets."

(Schwomeyer, Barner, Gundrum, McCray, & Vogel, 2002; Solomon, Shields, & Whittington, 1999) emphasize that existing training strategies must be modified in order to adequately prepare users to employ collaborative applications. The authors found that training programmes should sensitize users to the interdependencies that exist among their tasks and make them aware of the collative consequences of their individual actions. Users have to engage in collective problem-solving efforts and continuously learn new and acquire knowledge during the process of appropriation of the collaborative application.

(Haapasalo, Hyvo, & Hyvönen, 2001; Healy, Wohldmann, & Bourne, 2005) in a research work argues that unlike the traditional 'school' model for training, successful training programmes are competence-based training programmes. These aim at the growth of the organisation and its striving for excellence. The success in harnessing competences help in development, succession and promotion plans. Competence mode goes one step ahead than hierarchical mode and performance pay system by potential leaders based on demonstration of skills. Thus it reinforces a company's corporate strategy, culture and vision-accelerating growth. It reduces the time of functional heads by identifying performance criteria to improve accuracy and eases learning and selection for employees. It assesses their strengths and specifies tangled areas for professional development. However, this is an elaborate process and might not be able to sustain the momentum of the initiative. The employees can consider this as ready recipe for success and therefore have over expectations. This necessitated a simpler model with use of impact-creating language to increase receptivity.

(Chaston, 2008; Hoff, Wisløff, Engen, Kemi, & Helgerud, 2002) opines that training is basically done whenever the employees need to acquire certain skills or knowledge and when the organisation has to adapt to any structural or functional change. The absence of inadequate identification of training needs can make or mar the success of any training effort, as the identification exercise alone provides a scientific frame work for imparting training at various levels in the organisation. The participants due to various reasons may not attend the training programmes. Training cards are maintained by the departments to identify these reasons. Lastly, evaluation of the training is a process of putting value on

the benefits stemming from the training process in practical, social and / or financial terms. This in turn helps the employees as well as the organisation. So, while implementing the schedule of the training programme, it is essential to analyse the hurdles of the employees before-hand and the layout of the programme shall be designed accordingly.

(McEvoy & Buller, 1997) in their research on training and evaluation encompass criterion relevance, levels, time frames and reliability for training. Five levels of issues in training evaluation were identified. The extent to which the training programme is truly an attempt to improve work performance rather than as a pre-requisite Training programmes though work-related, not intended to improve “performance” in the traditional sense. The extent to which desired training programme outcomes are internal or external to the programme itself Measuring the changes back on the job The limitations of self-rating (Coffey, Hammer, Levin, & Grant, 2011) says that through training impact assessment, a process managers can collectively understand what changes have happened to their employees as a result of training. This helps to eliminate managers’ uncertainties about the effectiveness of training programmes. The executives and managers in IT industry are in a very tight schedule and in such great pressure. They hardly have time to conduct a detailed research on effectiveness of each individual training programme. So the present research tries to fill in this lacuna by providing readymade information to these companies on effective training programmes and identifying areas not covered by training.

(Sachs, 2000) in their empirical research work state that textbook to the inference that the training intervention produced whatever change was observed. As per the research it is very true that training gives some sort of security to an employee in terms of confidence in performances as well as improving employability quotients. This research study tries to relate different kinds of employees with different kinds of training in order to elicit information on the perceived impact of training on possible positive outcomes.

(Garavaglia, 1993) says that in order to demonstrate the value of training to an organisation, it is important that the HRD department plans, budgets and implements transfer measures. This study states the methods to ensure that trainees’ supervisors provide data about trainees’ strengths and weakness, no matter which method is used to measure training; it is better to measure the responses of a similar group that didn’t receive the training. It is possible to have experimental and controlled groups. The present research takes a cross section of employees spread over different companies which are geographically dispersed. The differences among the training programmes were pivoted on various demographic variables such as age, gender, education, as well as job profiles.

(Bolton et al., 2013) in his study reveals the various difficulties of evaluating training and suggests what is required to make it more effective. He also discusses the reasons for the absence of, or ineffective practice of evaluation and he wants to identify the evaluation in the context of the nature and meaning of organisational culture from a practical point of view.

(Facteau, Dobbins, Russell, Ladd, & Kudisch, 1995) checked whether trainees’ general beliefs influenced training on pre-training motivation. 967 managers and supervisors completed a questionnaire that assessed 14 constructs. LISREL VII (Linear Structural Equation) indicated that the overall reputation of training, intrinsic and compliance incentives, organisational commitment effectiveness as well as general opinion on training. It can be the same if there is a relationship between the presumptions on training and taking away from training. According to the study, a strong social support (Motivation) from the higher officials is required, so that the impact of the training blends and sustains within the employees for longer spans. As a result, improvement in their task-handling will be observed effectively. The best way of accomplishing the task meticulously can be obtained by motivating employees by supervisors.

(Bennett, 2005) gave a clear view about future competency of an organisation. According to his study on the effectiveness of the management’s leadership competencies with that of the workforce, leads the current and future success of an organisation. Human Performance Technology speaks about people and how to improve and maintain productivity and competitiveness. Another change is the technology explosion as computers, faxes, internet, etc. Skills should continue to increase and change as the technology revolution proceeds. These changing needs force the industries to conduct training programmes in order to impart various skills such as communication skills, interpersonal skills, time management skills, technical skills etc.

(Ngwenyama & Nielsen, 2003) identified that Managerial support is a key environmental variable affecting transfer and it is important to create a “transfer-friendly” climate. It was predicted that greatest sustained transfer will occur in those trainees who not only initially transfer high level of skills, but also have high levels of self-efficacy and motivation to use the skills and work in an environment with greater managerial support and autonomy.

(Wang & Manning, 2013) commented that training initiatives are widely acknowledged to be salient features of the competitive organisations' corporate strategy. Keeping this in mind, the present research specifies various factors to evaluate the training programme like content, design, food, accommodation, materials, ambience, individual attention, delivery etc. It also outlines the effectiveness of feedback mechanism as this system aids to adopt corrective measures as soon as the training is over.

(Arora, Arunachalam, Asundi, & Fernandes, 2001) there is a shortage of high-skilled programmers in India as a result of which companies tie with each other to attract the best talent. Naturally, in companies that offer attractive compensation packages, frequent training programs for employees, congenial work environment and challenging projects will attract the best people. The high quality of employees sums up to high quality of the software generated, which in turn enhances the reputation of the firm. The present study also examines the category of employees and the hurdles faced by them in attending the training programmes in order to know about the recruitment of high quality professionals in the IT/ITES industry and to set right their problems by conducting effective training programmes.

(Sivakumar, 2012) tried to bridge the gap between customer responsiveness and resource management. The software company's profitability and customer's responsiveness are directly related. There is a tough competition among different software firms for skilled people as the supply is less than the demand. The resource assignment and scheduling have to be done in such a way that it directly maximises the rewards and minimises the penalty. The present study aims to establish the effective training mechanism in IT/ITES industry in order to obtain the quality manpower. In this competitive era, training is the only gateway to promote the skills and potentialities of the existing employees and to impart requisite knowledge to the new employees.

(Conrad, Misener, & Feldman, 2012) in his study says that, "Training requirements have increased due to increase in technological complexity especially because it is imperative for small companies to be at the helm of emerging technology in order to capitalize on it for growth when the technology stabilizes. Also more employees in software companies are now being placed onsite (at the client's offices) and hence they not only have to be presentable, but also need to be good at communication, developing software requirements, facilitating client meetings, requirements gathering, smooth conduction of user acceptance tests etc. This has forced companies to conduct regular training sessions on improving the communication and interpersonal skills of its employees. Even the small companies with their limited resources, keep their employees up-to-date on the latest technologies."

(Mayer & Hermann, 2011) lists out the problems faced by the software employees such as working in odd or night shifts particularly in call centers, marital discords due to men's suspicion about their working spouses, problem in securing a work-life balance and carrying employers' displeasure for prolonged leave due to postnatal problems. Therefore, the industry has to make special efforts to make women's stay in work places secure, convenient and in a non-discriminated way. In this way, as most of the HR practices focus on their organisational goal rather than the employee's personal imbalance.

(Bramley & Kitson, 1994) indicate that the professionals of software industries expect the values of autonomy, professionalism and innovativeness from their job. Too many expectations are in conflict with each other. Again, due to media hype and the imbalance between the demand and supply of software professionalism, they build an aura around themselves. Another challenge is regarding team work. Since most of them work independently considering only their improvement, it contributes to lack of substantial team rewards. In any organisation, team work achieves the goal effectively; this is because the opinion and ideas differ within the employees. But some employees wish to work as a single for his/her own individual development (career development). So, this choice depends upon the mentality of the employees. The best suited will be the team work.

(Via et al., 2013) viewed that Appreciative Inquiry (AI) is a strategy, approach, process and methodology which draw on the strength of individuals in an organisation or social systems. AI enables the organisation development practitioners and HR specialists to look beyond traditional problem-centered methods currently being employed such as participatory problem and need analysis, SWOT analysis, etc. AI can be effectively deployed as a capacity-and partnership-building process. The success of the use of AI in training in the organisational context depends on the expertise and experience of the trained facilitators. The facilitators should have positive attitude and should possess process and context skills, besides the ability to inspire the employees of an organisation.

(Sundaram, 2015) states that the managements of these organisations realised the necessity of training for better performance from the employees' point of view towards competitive business environment. Employees are motivated to

attend the training programmes through self-development as well as organisational development. Field visits during training must be arranged in such a way as to attract and give more insight to the employees on training. Training and Development is the cornerstones of effective managerial practice in the industrial sector. Hence, training at regular intervals will help the employees make themselves suitable according to the growing needs.

(Andreassen & Lindestad, 1998) states that 'Training and Development' efforts of organisations have positive impact on their performances. While each industry comprises of skilled, semi-skilled and unskilled employees, there seems to exist a possibility of bridging these gaps through informal, on-the-job training by skilled employees. Such training efforts, prima facie, look to be economical both in terms of money and time required. Future research could endeavour to find out as to what extent informal training can help in bridging these skill gaps, thereby reducing the load on 'structured training efforts'.

(Abdul et al., 2014) reveals that talented and well-respected leadership is essential in software industry, as always in other industries with world class systems. Methodologies and processes are required to continuously deliver in a competitive environment in which quality has to be achieved in minimum time. 'Recruit, Retain and Retrain' would be the 'mantra' for an effective HR paradigm in this software industry, where people provide the critical competitive advantage. A manageable acquisition strategy is required to realise the benefits of adequate vigilance in the industry and to evolve strategies for adopting and learning new technology and business models.

(Gioia, Corley, & Hamilton, 2012) is of the opinion that effective transfer will only occur if trainees have the ability and desire to acquire new skills and the motivation to apply the training content to their jobs. With regard to work environment, the researcher's attention is mainly focused on organisational climate and role of the trainees' supervisors. Coaching and training of supervisors are a major precondition for appearance of trainees' transfer. Mere training without application may not serve the purpose. The supervisor should enhance his skills for effective implementation of the same. The transfers and promotions are possible only when a supervisor becomes fully equipped. Only in such cases, transfers and promotions are really valuable.

(Bhardwaj & Fairhurst, 2010) identified the reason for large scale investment in continuous training programmes. It is due to the development of competent manpower base for companies' operational and strategic performances. A highly proactive and comprehensive approach is called for analysing the task competences that are demanded by job certification procedure. Creation and management of voluminous performance-based training database and repetitive administrative work need IT tools for an effective and networked information system providing workflow automation. Effective learning depends upon selection of suitable training strategies. The strategy must be selected as per the subject matter, simplicity or complexity of the messages, resources available, target group, competency of the trainer, etc. To analyse these facts and opinions, the present study is conducted to realise the significance of training. As large investments are done for training programmes in many of the software companies, the study throws light on the all-important perceptions of respondents towards training. The category of position and nature of job of the employees are analysed with demographic and job-related information to understand the attitudes of them for taking needed efforts while conducting the training programmes.

(Dale, 1999) express that sensitivity training is considered as a means to achieve strategic and operational objectives. The emphasis is on experimental learning and conceptual understanding and gaining skills and competences, balancing the individual and organisation goals and accepting and maintaining the interface between economy and changing role of the individual, collectively (family and organisation) and the society. "This training aims at individual growth and development, improved emotional and social skills, better team working and role taking, improved work climate/culture, reduced resistance to change and enhancing enabling mindsets."

(Clark & Watson, 1995) specifies a range of specific factors pertaining to both the nature of job and the workplace within such work settings as mediating training transfer. This study answers two questions: Factors that influence the transfer of training within a social service organisation and how they are compared or different to those within the wider training literature. The ultimate aim of determining the mediating effects of organisational climate on training transfer should be to enable organisations to manipulate the environmental conditions so as to make the workplace more conducive in facilitating behavioural change. Based on this view, the present study focuses on measuring the attitude of employees in software industry with regard to the nature of job, to get promotions and various kinds of training programmes.

(Holton III, 1996) in their research paper, express that motivation in HRD has traditionally been conceptualized as motivation to learn or motivation to train. The present study aims to examine the existing learning process in the IT/ITES

industry for improving the work performance of the employees. It collects the opinion of the employees with regard to the improvement presently seen/made through training programmes and their expectation to learn in future.

(Tiganis, 2011) in her research work argues that unlike the traditional 'school' model for training, successful training programmes are competence-based training programmes. These aim at the growth of the organisation and its striving for excellence. The success in harnessing competences help in development, succession and promotion plans. Competence mode goes one step ahead than hierarchical mode and performance pay system by potential leaders based on demonstration of skills. Thus it reinforces a company's corporate strategy, culture and vision-accelerating growth. It reduces the time of functional heads by identifying performance criteria to improve accuracy and eases learning and selection for employees. It assesses their strengths and specifies tangled areas for professional development. However, this is an elaborate process and might not be able to sustain the momentum of the initiative. The employees can consider this as ready recipe for success and therefore have over expectations. This necessitated a simpler model with use of impact-creating language to increase receptivity.

(Shen & Darby, 2006) has outlined the theoretical perspectives of the international T&D and how it has been implemented by the practitioners. Cultural sensitivity, ability to handle responsibility, ability to develop subordinates and ability to exhibit and demonstrate are to be developed through effective international training and management development. Actually, the content, mode of delivery and rigor are important aspects for overseas assignments. The components of training programmes should be according to country of assignment, type of job, duration, purpose of transfer and the time available. The quality of the training programme should have a major impact upon the employees.

(Kao & Sheu, 2013) opines that training is basically done whenever the employees need to acquire certain skills or knowledge and when the organisation has to adapt to any structural or functional change. The absence of inadequate identification of training needs can make or mar the success of any training effort, as the identification exercise alone provides a scientific frame work for imparting training at various levels in the organisation. The participants due to various reasons may not attend the training programmes. Training cards are maintained by the departments to identify these reasons. Lastly, evaluation of the training is a process of putting value on the benefits stemming from the training process in practical, social and / or financial terms. This in turn helps the employees as well as the organisation. So, while implementing the schedule of the training programme, it is essential to analyse the hurdles of the employees before- hand and the layout of the programme shall be designed accordingly.

(Sweeney & Soutar, 2001) say that conducting the training and its evaluation are to see the effectiveness of the selection, adoption, value and modification of the instructional activities. Then, it is important to understand the training needs identification and evaluation process by developing a case study on the training needs identification and evaluation system in 6 different Indian organisations and then comparing it with the available models proposed by the various researchers in Western and Indian contexts to arrive at and propose a comprehensive model of Training Needs Identification and Evaluation. The present study includes all these aspects of training to arrive at fruitful findings with regard to the need, expectation, hurdles and the effectiveness of the training programmes as a macro level research attempt.

(Vaidyanathan, 2012) highlights the findings of NASSCOM (National Association of Software and Services Companies) which has conducted a study among the trade bodies of the IT software and services industry in India. Some of the top companies identified in the survey include: Corbus India Pvt. Ltd, RMSI Pvt. Ltd, Hytech Professionals India Pvt Ltd, Nagarro Software Pvt Ltd and V Customer Services India Pvt. Ltd. HR practices need to come from the top to be effective. The key lies in practicing what the employers preach. The top employers, according to the survey, feel their companies need to create a sense of ownership among its staff and look at employees as customers and partners. It clearly indicates that the support and encouragement of the management and the working environment are the essential elements to enhance the working practices and culture of the employees.

(Foster et al., 2001) in their empirical work state that the human resource arena is fast-changing due to the advent of the dynamic, volatile and employee-oriented BPO industry. The challenge of effective human resource management haunts every business process outsourcing managerial executive. The BPO industry has closed the gaps of geographical and national diversities and thus adopted a global business environment with an international standard. This cross-national approach has resulted in a paradigm shift in the trends of managing human resources of the BPO industry. The global approach with the diverse work culture, workforce, international standards and intense competition accentuates the challenges of effective human resource management.

(Kadan, Madureira, Wang, & Zach, 2012) opine that despite the fast growth in the BPO industry, players in India still have not reached a stage where they truly handle an entire business process. Apart from the regular HR functions, every HR manager has to rethink on the human resource strategies involved in identifying skilled personnel, to motivate, retain, develop and elevate the employees. The fact that though entry-level recruitment has not been a problem for the HR manager with the fresh graduate in the labour pool readily available with language skills, the industry has been facing a fast rate of labour turnover in this category. Attrition signifies not only the loss of talent but also includes the cost of training of the new recruits. The cost for training the new recruits not only at the entry level but also at every interval is significant.

(Yusof, 2011) who conducted a study, point that there are many reasons which emphasise the need to evaluate the T&D; particularly demand of executives against the amount spent and hours consumed along with the impact of the training on organisation. Economic slump in the global market is another reason for evaluation, which has increased competition for scarce resources. Top executives are also concerned about the congruence of training and organisational goals and development of new tools and techniques, which has also highlighted the need for evaluation.

(Golparvar, Barazandeh, & Atashpour, 2012) describes the ways as to how training can be a win-win situation for both executives and the BPO organisations. Training BPO executives is a technical process which involves transferring management and execution skills to the new and existing executives for better understanding of the business processes. Training is important for reducing business costs and the increasing turnover of executives. There is a challenge to provide quality service to customers and thus, the strategic training programme may include training about the products, systems, culture etc. BPOs handle mostly international clients or customers and thus it is very important to keep a watch on the industry trend, technological upgradation and building its core competence. Training enhances the productivity of BPO executives. While dealing with international customers, it is very important to focus on interpersonal skills and accents.

(Abdul et al., 2014) in his research indicates the need to prepare the trainees mentally before holding training sessions. They need to be oriented about the importance of training and its usefulness and motivated to work hard to gain the desired skills and knowledge. In conclusion, the researcher recommends some avenues for future research. Based on the feedback given by the employees the training programme can be enhanced by improving the delivery of subject through expert's training and practical exercises can be increased as it is expected as a better way of learning by most employees. Practical demonstration and constant practice during the training session, makes the on-job application easy for the employees.

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