IMPACT OF AGE DIFFERENCES ON VARIOUS TRAINING PRACTICES IN IT INDUSTRY

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Abstract

In modern world, the employees are working in organization from various generations. Each generations have their own interest, value, behavior etc. working together under same department in organizations. Most of the organizations won't consider generational differences and conduct training programs based on generational conflicts. The aim of this study is to understand the different training practices available in IT industry and also the employee satisfaction level on available programs. A survey was conducted with 259 employees from IT field by structural questionnaire. The researcher used simple random sampling for selecting employees based in IT parks in Kerala. The findings of this study say the employees are partially satisfied with the available training program and people are interested with both online programs and offline training programs.

Keywords: training practices, employee satisfaction, generations, conflicts, age.

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INTRODUCTION

Industries are adopting to new generation training programs based on employee expectations. Executives in organizations are start believing that traditional training practices are no longer effective based on generational difference, people expectations etc.

There are many training practices followed by companies in India, but all methods are not attracted by employee with different age group. Generational conflict is not a new topic, it has been discussed long time and organization started giving importance to this topic now.

On the Job Training – This training method is used to educate the new employee on product/process. It is completely job-oriented training and much effective in organizations.

Mock Training – This training is used for career development which help people to face interview calls effectively.

Role Play Training – This training practice is used to imitate and get prepared for interview level training program.

Online Training – The training which is used in online Mode which is much attracted by younger generation due to its flexibility.

Employee Satisfaction is the one of the key parameters in people development, expectations of employee will get vary by person to person.

I. LITERATURE REVIEW

According to Shazia, Sabeen, Faryal & Madiha (2020) says training is indirectly linked with level of employee job satisfaction. The training practices provided by organization improved employee commitment which in turn increases employee performance that directly proportional to organizational development.

Aygul Asgarova (2019) says his research work strongly supports the legitimacy of 'train to gain' strategies that as business invest in training activities for employees, once the training got over the training satisfaction and motivation levels increase.

Meltem Ozturan & Birgul Kutlu (2010) says the impact of gender, age, work experience, education level, job level and e-learning interactivity level of the employees on the reaction-based and learning-based satisfaction of the employees.

Qais Abdel Aziz Albtoosh & Abdul Hafaz Ngah (2022) says the training practices were effective if they met the trainees' expectations. The analysis for all reviews was, why no single study has evaluated the four-phase proposed by Kirkpatrick to measure level of training satisfaction.

Kumaran Kanapathipillai & S. M. Ferdous Azam (2020) says the analysis shows that training is statistically significant and has a great relationship with job satisfaction & performance. With the help of continuous training method, the companies could rise against the current economic problems caused by the pandemic and continue to survive and flourish.

Ana-Maria Bercu (2017) says her study results show that it is highly important to implement high-quality training programs because it has a positive connection with ethical rules, work recognition, supervision and commitment to work.

Ilaria Buonomo, Marco Piccinini, Paula Benevene, Gabriele Blasutig & Sara Cervai (2022) says the high job training satisfaction is related to positive perceptions of knowledge sharing practices, so when the employees are satisfied with their job training experiences then they are more likely to value and recognize those practices.

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II.   PROBLEM STATEMENT

- Lack of knowledge in latest training practices and methods in organizations.

- Lack of awareness about Generational Differences that make impact in employee satisfaction level.

- Lack of clarity about the job satisfaction and successful training practices adopted by IT industries.

III.   OBJECTIVE

- To understand the training methods available in organization

- To understand the various generations and their behaviors and expectations

- To understand the impact of different generations on various training practices available in IT industry

IV.   METHODOLOGY

A survey was conducted with 259 employees from IT field by structural questionnaire. The researcher used simple random sampling for selecting employees based in IT parks in Kerala.

Simple random sampling technique is used to identify the samples, 9 samples are excluded since it is not valid. For this study, 250 samples are considered.

V.   ANALYSIS & INTERPRETATION

Summary – Table 1 "Impact of Generational Differences on Various Training Practices available in IT industry"

		N	**Percent**
Samples	Training	152	60.8%
	Testing	98	39.2%
Valid		250	100.0%
Excluded		9	
Total		259	

Source: Primary data

As per Table 1 summary, the training phase is 152 (60.8%) items were

considered and for testing phase is 98 (39.2%) items were considered for this study.

Network Information - Table 2 "Impact of Generational Differences on Various Training Practices available in IT industry"

Layer I: INPUT	Factors	1	Job Type
		2	Area
	Covariates	1	On the Job Training
		2	Mock Training
		3	Role Play Training
		4	Online Training
	Number of Units	8	
	Rescaling Method for Covariates	Standardized	
Layer II: Hidden Layer(s)	Number of Hidden Layers	1	
	Number of Units in Hidden Layer 1[a]	7	
	Activation Function	Hyperbolic tangent	
Layer II: OUTPUT	Dependent Variables	1	Born Before 1981
		2	Born 1982-1985
		3	Born 1986-1991
		4	Born After 1992
	Number of Units	8	
	Activation Function	Identity	
	Error Function	Sum of Squares	
a. Excluding the bias unit			

Source: - Primary Data

As per the network information to understand the impact of different generations on various training practices available in IT industry, there are 2 factors to be considered. The factors are Job Type and Area. The covariates are On the Job Training, Mock Training, Role Play Training, and Online Training. The dependent variables are employees born before 1981, born between 1982-1985,

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born between 1986-1991 and finally born after 1992. The number of units is 8 and the rescaling method for covariates is standardized.

Model - Table 3 "*Impact of Generational Differences on Various Training Practices available in IT Industry*"

Training	Sum of Squares Error		110.135
	Average Percent Incorrect Predictions		25.0%
	Dependent	On or before 1980	23.1%
		Between 1981-1986	26.7%
		Between 1987-1992	25.8%
		After 1992	24.4%
	Stopping Rule Used		1 consecutive step(s) with no decrease in error[a]
	Training Time		0:00:00.15
Testing	Sum of Squares Error		77.261
	Average Percent Incorrect Predictions		25.4%
	Percent Incorrect Predictions for Categorical Dependents	On or before 1980	26.5%
		Between 1981-1986	24.2%
		Between 1987-1992	23.6%
		After 1992	27.3%

a. Error computations are based on the testing sample.

Source: - Primary Data

Overall Summary (Table 3) - *Impact of Generational Differences on Various Training Practices available in IT Industry*

Sample	Overall Percent Correct
Training	77.0%
Testing	72.6%

Source: - Primary Data

As per the network information to understand the impact of Generational Differences on Various Training Practices available in IT Industry, the overall percent correct on Training is 77% and the overall percent correct on Testing is 72.6%

Figure 1: *Impact of Generational Differences on Various Training Practices available in IT Industry Employee born* **on or before 1981**
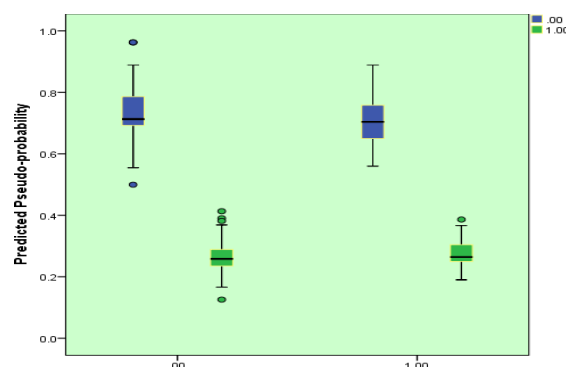

Figure 2: *Impact of Generational Differences on Various Training Practices available in IT Industry Employee born* **between 1982-1985**

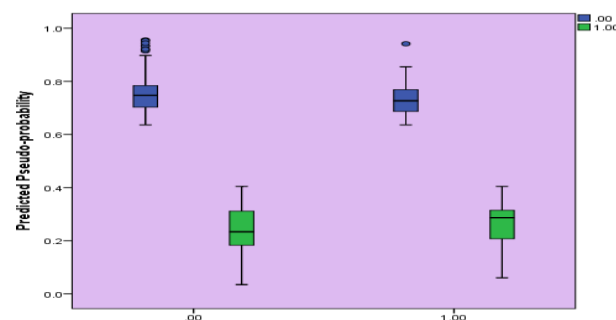*Eur. Chem. Bull.* **2023,**12(4), 4007-4012

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Figure 3: *Impact of Generational Differences on Various Training Practices available in IT Industry Employee born* **between 1986-1991**
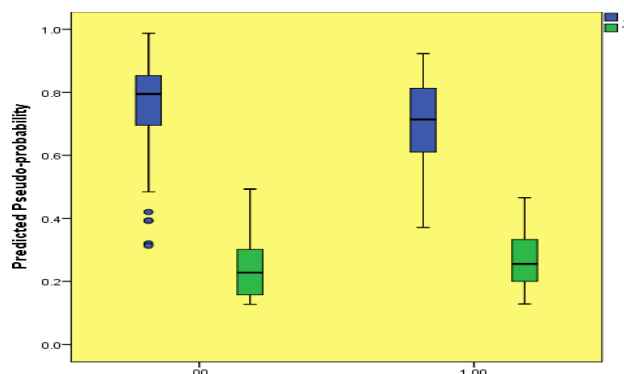

Figure 4: *Impact of Generational Differences on Various Training Practices available in IT Industry Employee born* **after 1992**

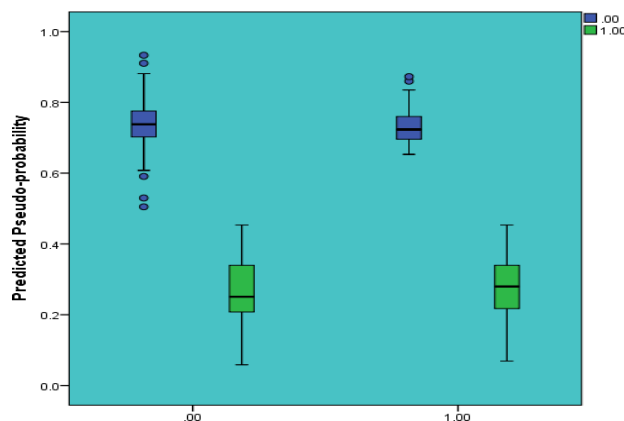**Table 4**

Influence of **the different Training methods in an organization on employees of different Age Group-Independent Variable Importance**

	Importance	Normalized Importance
Job Type	.031	11.8%
Area	.041	16.5%
On the Job Training	.268	100%
Mock Training	.171	71.1%
Role Play Training	.078	32.9%
Online Training	.120	49.5%

Source: - Primary Data

VII. FINDINGS

The impact level of the different job type on the present model is 0.031 (11.8%). The impact level of the different Area is 0.041 (4.7%). Hence the cumulative effect of the factor is 16.5%. The impact level of Mock Training is 0.171. Thus, the cumulative effect will be 71.1%. The impact level of Online Training is 0.120. Thus, the cumulative effect will be 49.5%. The individual impact level of the On the Job Training is 0.268. Thus, the cumulative effect will be 100%. Thus, the model exhibits great fit relationship between independent & dependent variable.

VIII. CONCLUSION

Overall employee training satisfaction in an organization is LOW for the people born On or before 1981 and Between 1986-1991. Similarly, Overall Employee satisfaction of Trainings in an organization is HIGH for the people born Between 1981-1986 and After 1992.

Employees are partially satisfied with the available training practices in IT industry which help people to develop their skill level and outshine. This study is limited to employees from IT industry and the future study will be extended to all industries.

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