Role of Training & Skill Development in Employee Commitment in IT companies of Punjab & Chandigarh

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Abstract: *Developing efficiency of manpower through training has become extremely significant for today's Business organization's to ensure success in their respective industry. Training creates an atmosphere where employees feel valued and committed with the organizational triumph. The major objective of this research paper is to find out the connection between training and organizational commitment of employees working in Information technology Companies of Punjab and Chandigarh. The analysis of different factors which also play vital role to enhance effectiveness of training in the IT companies is also included in objectives. A set of questionnaire has been prepared which comprise of questions related to the training & Skill Development conducted. Main motive of this paper to analyze how the training enhances the confidence level of the employees in order to taking up of higher responsibilities in orgnisation as well as improvement in their commitment. The above questionnaire was distributed and filled by 100 employees of IT companies who are working at the lower and middle managerial levels of the Information technology Companies situated at Punjab and Chandigarh. A factor analysis process has been conducted to recognize the main factors which have large contribution towards the effectiveness of training and Skill Development. Some statistical tools like correlation was used to understand the relation between effectiveness of training and it impact upon organizational commitment. Data Analysis discloses four prime factors like Organizational support towards training, Skill and professional efficiency development, Pre and Post training support, needs estimation and evaluation of training. After analysis of collected data It has been observed that there is positive and significant relation between training and Skill Development and organizational commitment.* Consequently, in order to achieve optimum returns against investment on Human Capital, there is need of effectively managed training and development programs in IT orgnisations. Human capital is the most crucial asset of each and every organization under hard and dynamic age of competition. Training and development is an tool that adds value in human capital through enhancing their skill. Therefore training and Skill development is very important for enhancing productivity of organization's workforce.

Keywords: *organizational commitment, Training, Effectiveness, Training Design, on Job Training, Skill Development.*

I. Introduction

Training & Skill Development are an important aspect of the business strategy of all IT companies , but it has been observed that most of IT Companies don't appraise the impact of training & Skill Development programme over the employees continually. Training & Skill Development is regarded effective if it yields desired results. Taking an example of Huamn Resource management especially in the IT orgnisations, When the organization is implementing a training & Skill Development programme for the employees deployed in respective job, there should be an perfect medium through which the evaluation scheme can be established. Measurement of effectiveness of training and development program may be done on the basis of evaluation scheme made by HR department of IT orgnisation. The article elucidates the impact of an effective training & Skill Development programme on the career growth and development of employees deployed especially or additionally in the work of material management in the it orgnisation .

The beginning of the 21st century is noticeable by the utmost growth rate of the Information Technology (IT) industry. It has become one of the biggest and the most important high budding industries. As per dta provided by NASSCOM, the IT industry anticipated its export revenues of $84-87 billion in the financial year 2014 against the total revenue of the financial year 2013 which was $76 billion. The business expectation from respective service industry is growing; an extraordinary stress is also rising up for this industry to be extra inventive, creative and excellence driven in terms of products and services. The total of employee's knowledge

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and skills, employees' commitment and job enrichment is directly proportional to the growth and productivity of an orgnisation.

Training and Skill Development- A Prologue

Growing business recitation is a mission, not a final objective.

The victory in the field of business operations depends upon the performance of the workers. The HR managers develop the methods to enhance the performance and efficiency of employees to complete the todays' work and also to prepare them for meeting tomorrow's business goal. Training programmes has been used since long time and it had coined many years back. In current time the training became more crucial factor in orgnisation with specific objectives. Training and Skill development practices have been designed to enhance performance of employees, development in the skills, updating knowledge and proficiency of the workforce. The most important objective of training is to build up right capability and competence in the employees so that orgnisation can meet the business goals. Employer can achieve expected returns through the performance of the employees.

The training procedure comprises of three phases:

Phase 1: **Pre-training: - Pre-training phase** can also be known as the preparatory phase. At first the circumstances are indentified where added efficient performance is required. The four concern of the training is determined in pre training phase: fixing precise objectives of training and expectation of employer towards employee after training, building inspirational and favorable environment among participants at the same time fix the expectation of participants, planning of additional sessions for any change of improved task performance if required.

Phase 2: **Training: -** During the training, participants should concentrate on the new thoughts that appear functional, attention-provoking and engaging. It is not guaranteed that the participants will learn the exclusive contents what they have chosen for training. It totally depends upon the training situations, interests of participants, and course contents of training. It is basic task of training institution's to offer the required opportunities equally to all participants.

Phase 3: **Post-Training: -** This phase of training is called as the "follow up" phase. When the trainees returned back to their work place after completion of the training program, the change in their working is shown because of adapting new idea or method. The newly obtained knowledge and skills needs some modifications to fit the working condition. Usually, Participants may expact support from their organizations to use the acquired learning through training and also seek the support for abiding contact with the training entities. On the other hand, they may step into a dilemma of distrust. Sum and substance the main objective of the training practices is to get efficient performance of workman on the job as well as inside whole organization.

Estimation of need of Training & Skill Development :-

Today, IT Companies spending large amount for imparting training and skill development programs for their employees. Before expending such huge amount of money, the needs of training should be accessed on the basis of requirement of technology and capacity. There may be chances of mistakes while assessing the needs of training if a company is not estimating training need according to their resources.

The need of training may be measured through gap between the existing performance and anticipated performance of individual employee or orgnisation as whole.

An employee is not competent enough to achieve the objectives of the organization it means he need training to raise capacity of working through updating knowledge and skills. Lack of enough updated knowledge and proficiency, tedious management other personal and official problem may be cause of insufficiency in performance of individual employee or company as whole. All problems mentioned above can be solved by giving an effective training programme to the right employee and at the right time.

Training & Skill Development Effectiveness and its Significance

Training plays remarkable roles in all kind of developments i.e. Personnel Development, Capacity Building, working method and procedures of IT Companies. Training can work as a panacea for all ills related to capacity Building as well as performance management of the employees, if training and skill development programs are designed and executed successfully and cost-effectively.

Now days, all the IT companies are more commercializing their business activities.in order to maintain the existence in the throat cut competitive global market, aal the it companies should to be effectual, adopt most updated technology i.e. mechanization, computerization and automation. Only updated technical skills cannot

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assure the success of business in absence of essential expertise.Hence organization should prepare technically updated employees and enrich them in the areas of skills and knowledge every now and again.

Each and every IT company regards its human resources as one of the valuable assets. Training works as precious evaluation mechanism that assists the organization to develop the productivity and skill of its employees. Training also play the role of monitor of efficiency of human resources on regular basis. The all the staff of the company should attend the training of their specialized subjects as well as general company / industry related topics irrespective of their designation.

In order to obtain the optimum results from workers they must be trained. Training fills the gap between the present skills and knowledge of the employee and required skills and knowledge to accomplish organizational goals. Training ensures that ability of employees for desired performance. The induction programme new is employee is designed in most of IT companies to orientate them to the work culture and working system of the organization. The induction programme helps employee to develop a new skill and become more efficient to face the challenge of new orgnisation. Employee development exclusively in IT companies goes outside the skills needed for the job and takes into account individual aspirations. A developed workforce is competent to allow change and is more fulfilled and motivated. An IT company may have a policy of promoting from within the company. The company needs to recognize which employees want to be the managers of the future, but it also needs to be aware of that if the IT professionals are not developed they would face problems, because the skills required for IT professional are different from the skills required to handle an IT organisation effectively. The newly hired employees need extensive orientation training program to adopt the existing organizational culture of the new orgnisation. Usually all of personal and the big IT companies organize exclusive training program for personal and professional development of their employees. Few training theme such as leadership, performance management, matter related to ER are essentially required to newly hired and promoted officers and managers at orgisational level. Training based on Professional development are also opportunity for employees who wish to attain some personal goal.

Through the advent of the era of globalization,the proper training for employees are required to face the future challenge as well as global competitive advantage.The large amount of the companies' budget is allocated by IT organizations to spend upon imparting training to its employees. The evaluation of the efficacy of training is very important because it provide real information about usage of acquired skills by the employees. It gives the authentic data regarding implementation of new skill learned through training and development .

Principles of Effective Training & Skill Development Programme: in order to organize effective training & Skill Development programme the orgnisation must have some precise goals and objectives:
- The course content of training should contain and deliver the fact deliver about organization, ambition, challenges and the operation background of its business.
- Training should aware the participants about the functions of different sections of orgnisation.
- Training should convey the significance of communication and keenness among employees tool for improved organizational atmosphere and spirits.
- Training should bring the belongingness among the employee which connet employer to employee.
- It should also ensure during training that the participants would share their acquired information with their peers.
- Training should be designed to develop companionship, association, support and trusteeship among trainees.
- Training should ensure that employees would be technically, managerially, supervisory sound and should have human competencies to carry out their present tasks effectively and also develop them to perform their future assignments.
- Training which is based on attitude ensure value and self persistent culture in the organization.

The higher standard training program is imparted with an objectives to develop excellent working atmosphere, supply motivation towards work customs, helps in attitude changing, develop interpersonal associations, lessen accidents, increase competence, update knowledge and technology, enhance good habits among employees likes saving and investment, build awareness about work-related health problems etc. The training contents should not be monotonous it include of all kind of audio visual aids for the in-house training and skill development programmes in the organization.

Evaluation of Training & Skill Development Effectiveness

For assessment of the total value of a learning and mapping of goals and objectives of the training, appraisal and assessment of training programme is carried out. It also reveals that how far the goals and objectives have been achieved through above training program. Training assessment is concerned to evaluation

of the skills producing relevant and valued outcomes through adept and well-managed practices. For taking decision about training activities all the relevant data are collected, which is imperative for further planning and development. To make training program successful the information obtained through the assessment is used as safely valve. The subsequent proposals and advices on the performance of training make it more effective in future and provide further course of action.

Training & Skill Development Effectiveness- A Drive to Victory in IT Companies:
As an effect of globalization, business is exerting pressure on worldwide. All the IT companies require curtailing manufacture cost and developing operational competence. It is imperative for all organizations to maintain efficient personnel for achieving these targets. The firms can develop their employees as talented and updated knowledged staffs through identifying their deficiency and lack of updated knowledge in the required fields and thus providing sufficient training and development programmes to raise their working capacity. An effective training programme is organized by IT companies to sole their Human Resource, ER, other managerial issues and subsequently take an advantage of competitive market structure.

Personality Development:
Personality stands for the total behavior, action and reactions of the individual. Personality is a very gigantic term, it include number of factors i.e. – one's look; way of dress; talking style, listening, actions and reactions; habits; philosophy of life; versatility; readiness to help other etc.
The training module is especially premeditated to help one to realize oneself, to yield experience and imminent, which will assist advance shape one's personality, to make a better mark. Training also develops individual potentials and leads to successful life. Training deals with the necessary interior part which helps to achieve goals of life. Basically, training is concept of changing way of thinking which have the ability to ensure victory.
Part - I The fundamental elements of a attractive personality is elaborated to search the point where hard work is required to shape up his own personality.

Part – II Work on building self-confidence that is exceptionally vital for a winning personality. Proper exercise is carried out to build self-confidence.

Part - III Some instructions and brain exercise is suggested to collect more knowledge, because knowledge is the basics of successful personality. Knowledge also helps individuals to stand out of crowd. Round face or blue eyes are not only the Personality traits. One can't do more about physical personality. One can, enhance and shape his personality through a positive attitude and determinations. The strengths and weaknesses are the essentials of personality therefore it should be appraised regularly. A winning personality should have a blend of traits described in the idiom 'Personal Success skills'. The above qualities are produced in individual's minds that everyone can obtain.
Although, above mentioned factors are essential and works as building blocks of personality and we know that large construction is based upon strong building blocks. To use knowledge and attitude along with success principles one can easily enhance level of performance.
Perseverant:
The continuance on particular course of action despite intricacy or resistance can also leads to success. Hard work is key for the achievement of respective goal.
Resilient:
Instant recovery from disappointment after failure and bounce back quickly. If one comes across failure let it not unenthusiastically influence performance.
Sincere:
one should be real , truthful and always be true to his words..
Open Minded:
prejudiced narrow thinking is the core enemies of successful personality. One should be free for all biasness and ready to accept the decision and views of others and effort to learn from practices.
Neatness:
Neat and clean appearance and work is also important traits of winning personality.
Aspiration to be winner:
Aspiration play a significant role in the process of achievement of predestined goals. The ambition has to be attached with an active willpower to accomplish personal and general objectives.
Loyal:
Employee/ staff/team member should be thoroughly truthful to employer as well as team members .

Common sense:
The capability to soak up facts and gain knowledge from new experiences increase the common sense of the individuals. One should be capable to be focused at strong point and endeavor on the respective job.

Co-operative, Team player:
A team comprise of peers, siblings, superiors and all work together to attain one common target. In team work, there is no space for trivial disparities in opinion and view point for the sake of the final goal.

Enthusiastic:
Enthusiasm works as inner driver for a professional or trainee to achieve the decided goals. Enthusiasm is the magical ember that propel individual towards the effort for achievement of goals. It is a burning inner drive is great motivator.

Simplicity:
The Communication of the individual should be thoughtful and easy to understand, perceive and follow. If taking example of people who are triumphant. We will notice that they are full of Self-confidence, self-motivation, positive energy as well as simplicity. Simplicity is very affirmative and continues in all upheaval of life, luck and misfortune, it attract people towards them like a magnet. Lastly, it assists them to realize their wishes which lead fulfilling lives.

Confidence Development
　　　Main objectives of training & Skill Development are to enhance the level of confidence among the trainees after successful completion of training sessions. During training sessions, trainees are taught to be Confident, believe in self, be humble, and should have rational confidence in their abilities. The confidence is the key to achievement, victory satisfaction and pleasure. A feeling of weakness and insufficiency bring resistance towards the attainment of expectation but self-confidence ensures successful achievement. The motivational training help trainees to believe in their self, and also it enhance their confidence, and liberate inner potential. Confidence is the corner stone of achievement and contentment. Confidence Development is the process of unlocking the potential of individual to raise the level of self realization.
 Early failure and denial put down a stubborn impression on individual then they need training to induce their inner potentials.

Knowledge: Knowledge is an important element of one's Personality. It make the distinguish recognition for individual. The knowledge are gathered and stored in brain. The brain plays the role of storehouse of knowledge and skills therefore the fitness of brain is also necessary. Our brains also requires the exercise to be fit as similar to other p[art of body. Training is a most important exercise of brain and it enhances the capacity of brain to collect and maintain the knowledge.

Perceptual Flexibility: Training also increase the observation ability and make more attentive of people, places and substance at work. It also enhance the ability to recognize draw the people them immediately and recognizing different sounds, touches, tastes and smells.

Feature Calisthenics: Movements submits work out to develop potency and elegance. By using this kind of 'visuospatial activity' one can quickly make accurate estimations of things which may be come across. Example: Estimation of the number of people while Walking into a crowded area. Video and indoors training games are different method of mounting this ability.

Integrative Swiftness: Most of employees want to sharpen their skill to build rational wholes from different pieces of works/ tasks. For Example: Some of people they choose random sentences from Magazines/ newspapers or latters and attempt to make new sentences through new rearrangements.

Get Logical: The trainers also organize some logical games i.e. bridge, chess, checkers, crossword puzzles, maths games etc. The above game may be either solo or with a co player. The above game enhances the logical ability of trainees.

Expanded Language Skills: Use and utility of the more words can enhance language skills of individuals. During training one can know and recognize the words and it intelligent use in English and other languages which increase brain capacity. The most precise use of broad vocabulary makes the communication concrete and abstract. It has also been observed that the more use of word strengthen short and long-term memory of individual.

Get Physical: Healthy body contains healthy mind. One can make stronger mind by intensification of his own body. Ex-piano maestro have extremely developed nerve endings in their fingers and a matching sense of equilibrium, organization and hand eye adroitness.

Lighten Up: The bombarding of information from television and radio has minute nutritional worth for the mind. It dulls our right mind and may enhance tension and uneasiness. Mind requires times for relax and revival each day and every week to overcome anxiety. one can open the channels of mind through recreation.

II.   Review of Litrature

Baldwin and Ford (1988) study was based upon the effectiveness of a training & Skill Development is dependent upon a lot of variables, some of which found exterior to the training system. Training content design, trainee distinctiveness, and work environment distinctiveness were placed as the most imperative sets of variables. The both of researchers further ascribed that the expectancy model can be used as a outline for further understanding the motivational factors that can influence the procedure of transfer of training. They also emphasized that a researcher will be able to identify such environmental factors as organisational processes, incentive systems, and acceptance of new skills by managers and coworkers that can influence an individual's motivation to transfer the newly learned skills reverse to the workplace. **Clark et al. (1996)** has done a structural equations modeling study which was based upon expectancy theory and it discovered the impacts of various related factors on motivation of training. The instrument of research was especially designed to gauge motivation towards training, projected job and career value of training, coworkers and superiors training transfer environment, involvement in training decision, and credibility of decision-maker. The fundamental ground for the model of the **Clark et al. (1993)** study was that motivation of training is a straight function of the amount to which the trainee trusts that training result would be utilized either in job or career. Career utility was defined as 'the apparent worth of training for accomplishment of career goals, such as getting a elevation or promotion, or taking a more job responsibility'). Job utility was also described as 'the perceived effectiveness of the training course to achievement of goals related with the current job, such as significant increase in productivity, reduced probability of errors, or improved problem-solving skills'.

To face the challenge of change and grow to be a competitive organization, there is need of skillful and well informed employees to meet the changes in dynamic environment.**(Mora, et al., 2011).** This can be best facilitated by the training programs tailored according to the needs of the employee and their current job **(Burke, 1997).** Training can bring smooth change among the employees, through focusing on their definite job roles, field of expertise, and by doing an efficient career planning **(Fleishman & Mumford, 1989).** Training activities are an investment done by the organizations in Human Capital **(Cannon-Bowers, et al., 1995),** to harvest the crops of competitiveness, learning, achieving and building developed workers to force the organization towards goal achievement and magnificence. This should not be conducted like a blank program-on the contrary this must aim at three crucial things: a) employees' benefit in existing job-profile, b) employees benefit during job changeover, c) Benefiting employees' benefits in career development. A precise training chart should be constructed and sustained in association with the requirements of both employee as well as the organization

Hypothesis:-

The focus of current study is to understand the affect of Training and Skill Development, On the Job Training, Training Design and Delivery style on Organizational performance. we have taken Four Hypotheses i.e. On the Job Training, Training Design and Delivery style and these are developed to see the Impact of all the independent variables on the overall Organizational Performance through Employees all three commitment i.e. Normative Commiment, Continuance Commitment, and Orgnisational Commitment. It is overt that all three Employee Commitments are the indicators of Employee performance which leads to over all Orgnisational Performance. The Hypotheses show that all above mode of Training and Skill Development have significant affect on Employees Commitments.

Objectives of the Study:
1. To study effectiveness of Training & Skill Development through employees' orgnisational commitment in select IT Companies.
2. To study the role of Training & Skill Development design in confidence building select IT Companies of Punjab & Chandigarh.
3. To analyze and suggest the mode of training & Skill Development to encourage the employees to taking up of higher responsibilities in the IT Companies.

Study Design:

In this research, the primary data has been collected on independent variable (Training & Skill Development) and dependent variable (Employee performances). The data was collected through systematic questionnaire from employees of five IT Companies of Punjab & Chandigarh. Secondary data has been collected from different Publications.

Population :

The population of this research comprise of Employees IT Companies of Punjab & Chandigarh. For this study 5 IT companies were selected on the basis of convenience and availability of time.

Sampling:

Convenience / availability sampling technique is adopted for this research. At first phase a formal consent for collection of data has been taken from all 5 ITcompanies through personal visit. At the second stage pre-informed visit has been made to the all five companies.

Instrumentation:

To measure the level of impact of training and development impact on employee performance, questionnaire was used for survey. This method is best fit on management researches because of its simple quantative analysis and evaluation procedure.

Relational Survey has been used to collect information for practical relationship testing and analysis of two different variables and also descriptive study has been used for observation of the current situation.

The survey questionnaire was comprised of 5 Likert scale i.e. Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

Data Collection:

Total 100 employees of the 5 different IT Companies situated at Chandigarh & S A S Nagar, Mohali (Try City) has been surveyed. The 5 companies are Logic ERP, Net IT system, Infosys, Endeavour IT Solutions, Commission ad ways VC Company.   20 employees have been taken as sample from each company. Total 100 filled questionnaires in the form of hard copy and data was decoded and entered in to SPSS 17.0.

III.   Results & Findings

SPSS 17.0 statistical package for social sciences was used to measure descriptive statistics, correlation, ANOVA and regression analysis. The main objective of the research is to detect the level of relationship between training and employee Commitment or to determine the extent to which training & development impact employee performance/ commitment.

Table 1- : Descriptive Statistics

Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation
Training & Development	100	3.50	5.00	4.490	.35830
Employee Commitment	100	2.90	5.00	4.570	.34274
Valid N (List wise)	100				

Table 2- Pearson Product Movement Correlation between factor variable (N= 100)

Correlation		Training & Development	Employee Performance
Training & Development	**Pearson Correlation**	1	.333**
	Sign.(2- tailed)		.001
	N	100	100
Employee Commitment	**Pearson Correlation**	.333**	1
	Sign. (2- tailed)	.001	
	N	100	100
** Correlation is significant at the 0.01 level (2 tailed)			

Table 1 shows the vivid statistics consisting upon stranded deviation, mean, minimum and maximum value.

Table 2 Illustrates the correlations between dependent and independent variable.

The result of analysis describe that there is a positive and significant correlation exists between dependent and independent variable. The relationship between Training & Development and Employee Commitment is positive. The analysis also shows that Training & Development play an important role in inspiring Employee Commitment with r- 0.333 whereas probability is 0.001. Most of respondents are agree that Training & skill

Development process within organization can positively augment the employee Commitment which is indicator of performance in context of IT companies of SAS Nagar, Mohali Punjab.

To analyze the degree of Training & Development impact upon Employee, Commitment Regression has been used. The Regression examine that how much Training & Development impact (Independent Variable) impacting the Employee Commitment (Dependent Variable).

Table -3 Results in Summary:-

Variable	Beta	R2 Square	Delta R2 Square	Significance
Training & Skill Development	0.33	0.111	0.102	0.01

Table -4 Regression Analysis:-

Model Summary				
Model	**R**	**R2 Square**	**Adjusted R2 square**	**Standard Error of Estimate**
1	.333a	.111	.102	.32481
a.	Predictors : (Constant). Training & Skill Development			

Table -5 ANOVA:

ANOVA b						
Models		**Total of Squares**	**df**	**Mean Square**	**F**	**Significance**
1	Regression	1.290	1	1.292	12.232	.001a
	Residual	10.398	98	.106		
	Total		99			
a. Predictors: (Constant). Training & Skill Development						
b.	Dependent Variable Employee Commitment					

Table – 6 Coefficients:-

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Significance**
		B	**Std. Error**	**Beta**		
1	(Constant)	3.139	.410		7.651	.000
	Training & Development	.319	.091	.333	3.496	.001
a.	Dependent Variable Employee Commitment					

As per above table, The Regression analysis of Training & Skill Development as independent variable depicts that Training & Development significantly contribute in Employee commitment augmentation with 0.33 of beta. $R^2 = 0.11$ Delta $R^2 = 0.102$ and P (Significance) = 0.01. F Statistics describe that the value of 12.232 with significance level of 0.01, concur with the hypothesis that Training & Development impact positively upon the Employee Commitment**.**

IV. Conclusions

The existing literature have also highlighted the significance of training and Skill development in the IT companies. Thus, it is necessary to examine the matters associated to training and Skill development in IT sector of Punjab & Chandigarh. The sole intention of above study is to inspect the impact of training & Skill Development activities on employee Commitment within the Information Technology industry in Punjab & Chandigarh.

Moreover, secondary goals are established to assist a apparent attainment of the goal of the study. These consist of (1) Type of training & Skill Development programs present in the Information Technology sector, (2) Recognition of objectives of training, (3) analysis of training methods that are applied to reach the training objectives, at last (4) monitor the impacts of training on employee Commitment. The model of the above study is based upon the 5 Information Technology companies operating in IT Park of Chandigarh & SAS Nagar Mohali, Punjab. The outcome of this study recommend that training and Skill development have an significant impact upon employee commitment which enhance the performance of employees with regards to their respective jobs. The outcome of above study is largely reliable with earlier management literature related to training and Skill development. With the purpose of, collect additional detailed knowledge about training and Skill development from the model companies, the questionnaire has been administered to the respondents and subsequently examined. The questionnaires are prepared with an eye to different factors related to training and development process. These include participation of employees in training, employee selection method for training, training methods, relevancy of the work of the respondents and training topic. In order to measure

importance of training & Skill Development practice in the IT companies, above questionnaire are exclusively designed for this study.

The outcome derived from the questions based upon participation of employees in training and selection of employees for training point out that these companies have high-quality and conceivably apparent policies regarding training and skill development because most of the respondents reveal that they have taken part in training, most of the employees has been provided the opportunities to get the training about essential practice of the company made for all workers and/or on joining the company.

During examination of the questions related to the quality of training programme, the outcome of data analysis show that the training programmes organized by the above IT companies are relevant in the view of respondents. Training and Skill development impact upon Employee Commitment prominently because it brings both of commitments i.e. Affective Commitment and organizational Commitment which leads job satisfaction among the employees which enhance the employee performance.

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