

## Review of literature on Learning and Development in IT Companies in India

**\*Ritu Agrawal**

### **Abstract**

Learning and Development professionals in IT companies are now taking new responsibilities to give training to their IT executives and fresh candidates. They are conducting new training and development programs to improve skills of their workers to accomplish their desired goals. Learning and Development practices are now becoming a competitive advantage for newly joined employees. It surely helps to shape their talent and develop new competitive skills. It helps to improve their personalities and it also works for their professional as well as personal development. The trainee can maintain balance between his/her professional and personal life. Employees perform better and stay longer with the companies which work for their professional and personal development.

Learning has played vital role in development of employees. Learning is a psychological process which defines human behavior. Human behavior is favorable in the sense that he has greater ability to adapt things in changing environment. If supervisor wants to understand subordinate's behavior, he should observe how they are learning things. Through learning individuals may modify their point of view. Learning takes place when there is change in activities. One should observe to see how much learning has occurred. We can say that a person has learned something if there is changes in behavior of that person.

According to the Dictionary of Psychology, "Learning means the process of acquiring the ability to respond adequately to a situation which may or may not have been previously encountered, the favorable modification of response tendencies consequent upon previous experience, particularly the building of a new series of complex coordinated motor response, the process of acquiring insight into a situation."

According to Stephen Robbins, "Learning may be defined as any relatively permanent change in behavior that occurs as a result of experience. This definition is concerned with behavior. As behavior is a collection of related activities, so change in behavior results in change in activities which are responsible for the concerned changed behavior."

According to Mitchell, "Learning is the process by which new behaviors are acquired. It is generally agreed that learning involves changes in behavior, practicing new behaviors, and establishing permanency in the change. "Learning plays a vital role in an origination because individuals who join

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the company needs training to stand themselves in competitive environment.

Learning and development plays a significant role in day-to-day activities of IT Companies. In the current situation, bases of competitive benefits are rapidly overcome by participants and, thus, the only basis of competitive benefit is the capability of a company to learn more speedily than other companies. This learning does not happen in the minds of individuals and groups. Learning practices in IT Companies improves the efficiency of workers. Learning enhances skills of employees and improves their productivity. Through learning practices employees of IT Companies acquire knowledge to stand in competitive environment.

According to Flippo, "Training is the act of increasing the knowledge and skill of an employee for doing a particular job. It is an opportunity to learn and depend on several factors such as design and execution of training, the inspiration and learning style of the trainees and also the environment for learning in the organization. The importance of corporate training should be visualized in the context of paradigm shift that is taking place in Indian industry."

### **What is Learning and Development**

Learning and development, frequently named training and development, forms part of an organization's management strategy and is planned to achieve individual and organizational goals and presentation with the company's desired objectives.

Learning refers to the process of seeking new behaviors, information, skills and efficiencies which improves employees' capability to achieve present and future requirements and accomplish at advanced levels. Handy (1990:63) considered learning as being a natural response to coping with change and stated that, 'I am more and more sure that those who are in love with learning are in love with life. For them change is never a problem, never a danger, just another exciting opportunity.

Learning is based on making the suitable environments in which individual can learn and change attitude. Learning and development is an important part of human's lives and work. Learning is regarded as new information, skills and aptitudes and capabilities. There are three main areas with which human resource development is involved, these are: Individual, professional, and growth of organization.

In Individual progress person's overall development is considered. In this trainer contribute to improve trainee's personality and competitive skills. In Professional and group progress regular training conducted for group of employees such as need to assimilate cross functional workforce through a team building program Professional and or for updating workers about new goods and services. It also applies to particular professional groups. programmes. Example: For daycare workers in new procedures or to implement new regulation. In Organizational progress involves the whole organization and may include the introduction of a new culture or ways of working. Robbins (1993:685) describes it as, "A collection of planned change interventions, built on humanistic-democratic values, that seek to improve organizational effectiveness and employee well-being."

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**About IT Industry**

Information Technology (IT) industry in India is growing fast. Indian IT industry has made up valuable brand equity for itself in the worldwide markets. IT industry in India includes software industry and information technology enabled services (ITES), which also comprises business process outsourcing (BPO) industry. India is considered as a innovator in software development and a preferred destination for IT-enabled facilities.

The information technology (IT) industry has become the strongest industry in the world. IT Industry has an increased productivity, efficiency and skilled workforce and it has become key driver of global economic growth. Economies of scale and demand from both customers and enterprises characterize this fastest increasing sector.

Indian IT corporations undertake human resources development programs through various training initiatives for knowledge and skills acquisition of their human resources. Most IT service companies have addressed tactical issues in human resources development more increasingly to stand in competitive worldwide markets and also to hold their valued talents for upcoming progress. This industry adopts rapidly changing IT atmosphere that needs new sets of ability and corporate intellect. Thus, learning and development in this industry is essential to improve productivity and efficiency of workers and to achieve desired goal.

**Importance of Learning and Development**

Learning and Development helps workers to expand their knowledge and be more flexible in ever changing environment and to acquire competitive advantage. Learning improves morale of employees and boost their self-confidence and improve ability of creative thinking. In worldwide market business have to compete with other enterprises. Learning prepares enterprises to stand in competition. Companies require to use technology to benefit workers regularly learn and develop skills so that the company can stand the market. Employees are also become aware that learning can help them to achieve growth in their careers.

**Difference Between Learning and Training**

The learning is an everlasting procedure. It is an endless lifelong procedure, going on from birth to the end of human life, commencement with learning from relatives, societies, institutes, religious institutions, offices, etc. Learning is the procedure of acquire knowledge using it with the goal of increasing to achieve desired goals. When we learn to do something definite, we are also unintentionally involved with the information and skills to deal with future challenges.

Training, on the other hand, emphasizes more on the expansion of skill sets that will be used. It is the procedure each new worker goes through when joining a company to learn how to carry out the everyday work system, know how their department works and how to use tools in order to carry out their tasks. Through training, rather than changing the behavior of an individual, we teach him how things works so that he can carry out the procedure.

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The Cabinet Office (1988: 4) defines a learning need as arising, “when an individual or a group are required to do things differently, or to do different things. These events arise all the time throughout any working environment and can be met informally as a part of the daily round.”

“A training need only arises when a learning need cannot be met within the normal day-to-day processes or when meeting a learning need in this way will take too long, involve too high a risk/cost, not result in the required standard of performance, and when training is the most cost-effective way of meeting the need.” (Cabinet Office, 1988:4)

### **Practices of Learning in Organizations**

Learning and development practices empower individuals to acquire new skills and nurture professionally. Workers are involved in tasks when companies offer learning and development chances. Focusing on learning and development practices can also increase employee retention. In a learning culture, administration and HR work together to define the standards, procedures and practices that workers, departments and the enterprise can use to increase their presentation and proficiencies. The skills learned and applied by workers is shared easily in a learning culture, making a workable and flexible enterprise.

Learning and skill development has been known as one of the most important focus zones at Tech Mahindra. It established sound presentation and career management procedures which attached with 360-degree learning and focused leadership development programs help associates nurture professionally.

Tech Mahindra has launched Project Management for Professionals for all active Project Managers and covered Project Managing procedure, structures and workflows, critical gap areas in Project Management.

Today, TCS is the chief recruiter of fresh engineering graduates in the country, and each year, thousands of the best and brightest graduates join the TCS Ignite program. TCS has introduced various learning programs for its qualified employees. The Initial Learning Programme (ILP) is the strongest platform for all new recruits of TCS. The ILP transforms fresh engineering graduates from varied disciplines into software specialists and to initiate them into the TCS way of life.

Research suggests that only about 2% of all science graduates in India are employable, and usually absence the basic skills needed to survive and develop in the technology industry. The TCS Ignite program created a skilled resource pool for the IT industry. TCS Ignite is an intense learning program for fresh engineering graduates who join Tata Consultancy Services Wipro spends nearly one per cent of its total income on training. The company has ten dedicated state-of-art learning facilities across six cities where 5000 people can be trained every day. These centers impart training in HR, leadership skills, behavioral skills and cross-culture training. The BPOs SEED academic program assist workers improve their academic ability. The program offers a huge variety of courses across a range of subjects in the field of Administration and Information Technology. Courses are imparted via classroom, e-learning and self-study modes.

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Training and development play an important role in Infosys' day-to-day functions and policy development. The human resource department divides training and development into four levels. The first level is for senior management and candidate senior management; the second level is for normal employees and normal managers; the third level is for first-line sales personals; the fourth level is for new hires and fresh graduates. According to the needs of different levels, training sessions are designed by different teams.

### **Review of literature**

#### **Opinions of different authors regarding Learning and Development**

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."

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 organizational 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."

Raymond (1986)," characteristics on training effectiveness have focused on the level of ability necessary to learn program content. Motivational and environmental influences of training effectiveness have received little attention. This analysis integrates important motivational and situational factors from organizational behavior theory and research into a model which describes how trainee's attributes and attitudes may influence the effectiveness of training." Adeniyi (1995), "Staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization."

Seyler, Holton III, Bates, Burnett and Carvalho (1998), "The continuous changing scenario of business world, training is an effective measure used by employers to supplement employee's knowledge, skills and behavior."

Akinpeju (1999), "The process of training and development is a continuous one. The need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory."

Giber et al (2000), "The quickest and most enduring learning occurs when people are engaged in finding solutions to real problems through action learning. Action learning can range from unfacilitated learning on the job to high-impact learning projects. Organizations can therefore use a

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variety of differing and effective action learning methods.”

Melum (2002), “Obtaining feedback through a gap analysis will help in terms of focusing the learning programs on the deficient competencies and values, as well as providing a mechanism for ongoing individual feedback.”

Zenger and Folkman (2003), “The learning methods should be focused on changing behavior and in doing so be practical, provide immediate application, concrete results and build in accountability for implementation. One method that may effectively manage action learning and accelerate learning is through the provision of challenging job assignments.”

Marcus (2004), “The learning system therefore provides developmental opportunities, developmental relationships and developmental feedback systems. “action learning is a set of organizational development practices in which important real-time organizational problems are tackled.”

Chih , Li and Lee (2008), “Training programme is dependent on the following parameters for its success: perceived value of leaning programme, Attitude to teacher, Response to learning conditions, desire to learn the degree to which trainees really want to.”

Bates and Davis (2010), “Usefulness of training programme is possible only when the trainee is able to practice the theoretical aspects learned in training programme in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer-based learning to provide exposure to a current and relevant body of knowledge and real-world situations.”

Kalaiselvan and Naachimuthu (2011), “Training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv) Drop (Higher training cost and higher business benefits).

Karthik R (2012), “Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator.”

### **Conclusion**

Learning and development plays an important role in improving employee’s ability to work and ability to think in a creative manner. Learned executives work well in the company and it helps the company to accomplish its desired objectives and tasks. Learning gives confidence and job satisfaction to employees. Happy and satisfied workers are good performers and enjoy work like playing. Employee learning is a serious issue in IT Companies. Learning and development programme gives motivation to a worker to work for the organization and grow within the organization. Companies have to train workers in multiple ways for preparing them to work in the organization. It is necessary for the organization to create a healthy work environment and workers should be

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encouraged to learn new technologies and skills in order to improve their performance. Organization must train the workers to acquire new competencies to meet the expectations of future clients. Due to advancements in IT Companies stable job for workers throughout their lives, have become challenging. In the setting of fast-paced growth, worker's lifelong capability to acquire career related knowledge, efficiencies, skills through individual initiatives has been considered as an essential skill and company's strength. Learning environment helps employees to achieve organizational as well as personal goals. Individual growth expected in career with needs for skill development.

**\*Research Scholar  
Department of Business Administration  
University of Rajasthan Jaipur**

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