

# LEARNING & DEVELOPMENT AND ITS IMPACT ON EMPLOYEE MOTIVATION IN IT INDUSTRIES

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## ABSTRACT:

This paper attempts to discover the motivational aspects of employees in IT industries through learning and development opportunities provided by their companies, It tries to investigate how learning and development has impact on employee motivation and helps the company to retain its best employees. Employees give more preference to acquire new skills and knowledge and update them timely and they prefer such companies which provide opportunities to update their skills on- the-job rather than off- the- job. IT organizations in current scenario should invest more on Employee motivation and should know the way to retain employees and make them productive which can be achieved through training and learning and development in their organization. In the process of cost cutting IT organizations should not look forward to cut training, learning and development programs instead they should encourage employees to attend such programs which give their employees an opportunity to learn and retain them.

**KEYWORDS:** Learning and development, Employee motivation, motivation, IT Industries, Information Technology, Satisfaction.

## INTRODUCTION:

In current scenario of IT industries Employee Motivation is the biggest confront to the management. Employee motivation plays a key role in overall effectiveness of an Organization. The more the highly motivated workforce the more is the productivity to the organization. Gareth R. Jones and Jennifer M. George's define motivation as "psychological forces that determine the

direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence." As per the definition behavior, effort and persistence are the key components of motivation. A persons behavior is the direction what he chose to, effort test how hard an employee is going to work, persistence occurs only when an employee chooses to continue in front of difficulties, instead of giving up. Employee motivation is such an issue which needs more attention from most of the managers, higher officials, administrators and mainly those involved with Human Resource management. Their main aim is to know how to motivate employees successfully in order to run a business successfully.

## OBJECTIVES:

1. To study the impact of learning and development on employee motivation
2. To know the L&d Opportunities provided by the IT organizations to motivate its employees.
3. To know what extent the employee is feeling secured in the job.
4. To know Employee satisfaction in the position provided in order to know employee motivation.

## HYPOTHESES OF THE STUDY:

1. Learning and development contributes to effective employee motivation
2. Employee motivation with importance to Learning and development programs provided to employees are most effective to both organization and employees.

## RESEARCH METHODOLOGY:

The employees were given a questionnaire in various IT organizations asking response on the effects of Learning and development on

employee .In the questionnaire, the employees were asked to express their views on how they get motivation mainly focusing on how learning and development opportunities provided by their company help them to learn and acquire new skills in order to stay in the organization. Rank Correlation is used to evaluate the variables selected; questions were mainly posed on the variables to get the views of employees. The study is both empirical and analytical approach.

**ANALYSIS OF IMPACT OF LEARNING AND DEVELOPMENT ON EMPLOYEE MOTIVATION:**

1. Do you enjoy going to work every day and performing at your best?

Agree	30	30%
Strongly Agree	20	20%
Neutral	25	25%
Disagree	15	15%
StronglyDisagree	10	10%
Total	100	100%

Table : 1

**PERFORMANCE WHILE ENJOYING JOB**

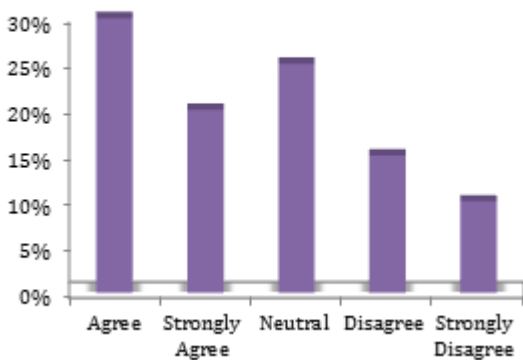


Figure : 1

**Result:** As per the response 30% of employees agree that they enjoy while working in the jobs provided by their respective companies and only 10% of the employees disagree that they won't enjoy their work.

Details	No. of respondents	Percentage
Salary/Benefits Stability/Security	30	30%
Interesting work/Work Hours	25	25%
Good boss/ Vacation leave/ Promotional opportunities	10	10%
Location is convenient /Retirement Benefit	15	15%
Work assignments vary/Training, Learning and development Opportunities	20	20%
Salary/Benefits Stability/Security	100	100%

Table : 2

**REASON TO STAY IN CURRENT JOB**

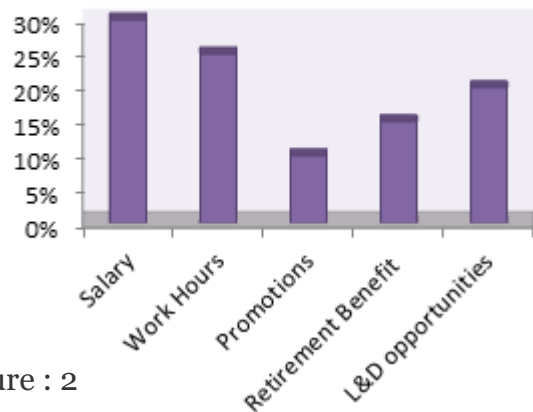


Figure : 2

**Result:** As per the response 30% of employees say salary benefits are the main reason for them to get motivated and continue in their job. 25% employees say flexibility of working hours are the reason for them the stay in the current job.

20% say that Learning and development opportunities provided by their companies are the main reason for them to continue in the job and only 10% of the employees said good job/vacation leave or promotion opportunities are the main reason for them to stay in the job.

3. Does your organizations provide growth opportunities to acquire new knowledge and skills (Learning and development)?

Details	No. of respondents	Percentage
Agree	26	26%
Strongly Agree	28	28%
Neutral	12	12%
Disagree	14	15%
Strongly Disagree	20	20%
TOTAL	100	100%

Table : 3

### ACQUIRE NEW SKILLS

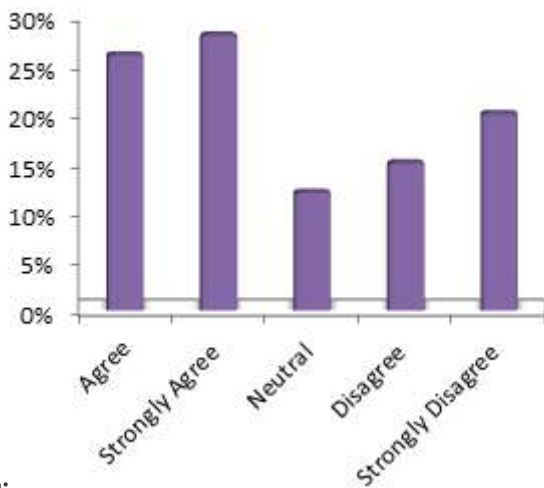


Figure : 3

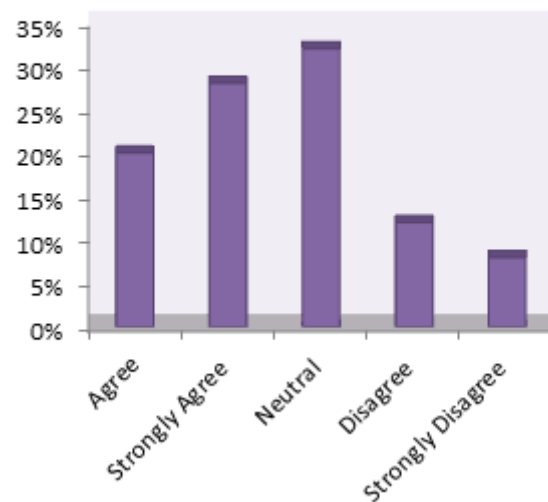
**Result:** As per the response 28% of employees strongly agree that their organizations provide them growth opportunities and to acquire new skills, 20% of the employees strongly disagree that their organization doesn't provide any growth opportunities to acquire new skills.

Details	No. of Respondents	Percentage
Agree	20	20%
Strongly Agree	28	28%
Neutral	32	32%
Disagree	12	12%
Strongly Disagree	8	8%
TOTAL	100	20%

Table : 4

### L&D OPPORTUNITIES TO MOTIVATE

Figure : 4



**Result:** As per the response 28% of employees strongly agree that they are provided with learning and development opportunities to motivate themselves and work for the organization and only 8% of employees strongly disagree that they are not provided with any L&D opportunities to motivate themselves.

5. You find opportunities for advancement in this organization?

Details	No. of Respondents	Percentage
Agree	20	20%
Strongly Agree	28	28%
Neutral	32	32%
Disagree	12	12%
Strongly Disagree	8	8%
TOTAL	100	100%

Table: 5

### OPPORTUNITIES FOR ADVANCEMENT

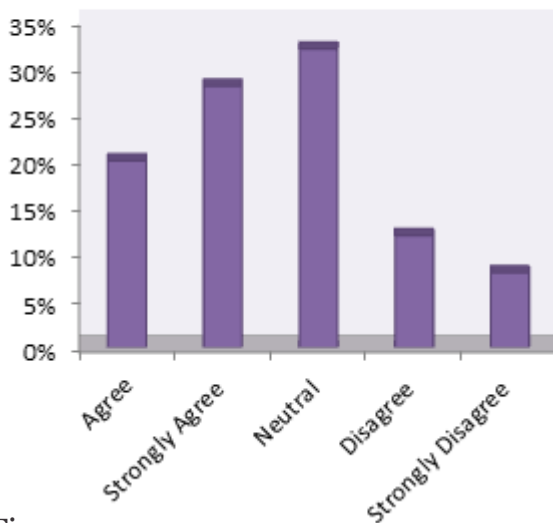


Figure: 5

**Result:** As per the response 28% of employees strongly agree that they are provided with better opportunities in job by their respective companies and only 8% of the employees strongly disagree that they are not provided with better opportunities in their job.

6. From a professional perspective, how satisfied are you with your position at your Department /Organization?

Details	No. of Respondents	Percentage
Satisfied	30	30%
Dissatisfied	10	10%
Minimal Satisfaction	35	35%
Very Satisfied	20	20%
Very Dissatisfied	5	5%
TOTAL	100	100%

Table: 6

### SATISFIED AT YOUR POSITION

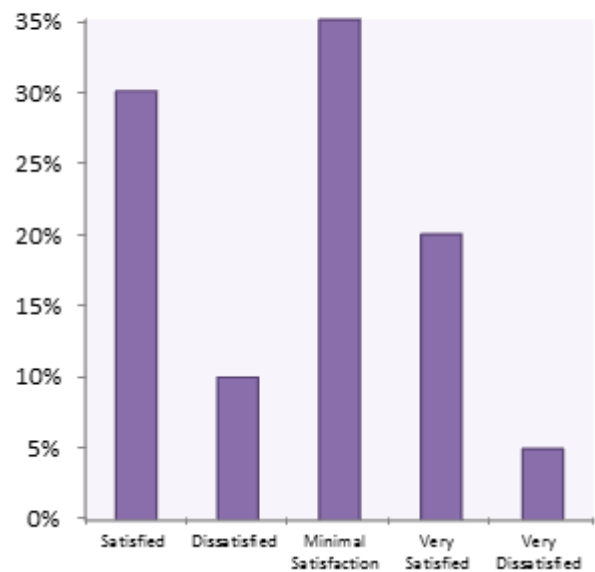


Figure: 6

**Result:** As per the response 30% of employees agree that they are satisfied with job position provided by their respective companies and 35% employees are minimum satisfied by the positions and only 5% of the employees are not satisfied with their positions.

7. The employees in the organization feel secured in their job?

Details	No. of Respondents	Percentage
Agree	40%	40
Strongly Agree	25%	25
Neutral	20%	20
Disagree	10%	10
Strongly Disagree	5%	5
TOTAL	100	100%

Table : 7

**JOB SECURITY**

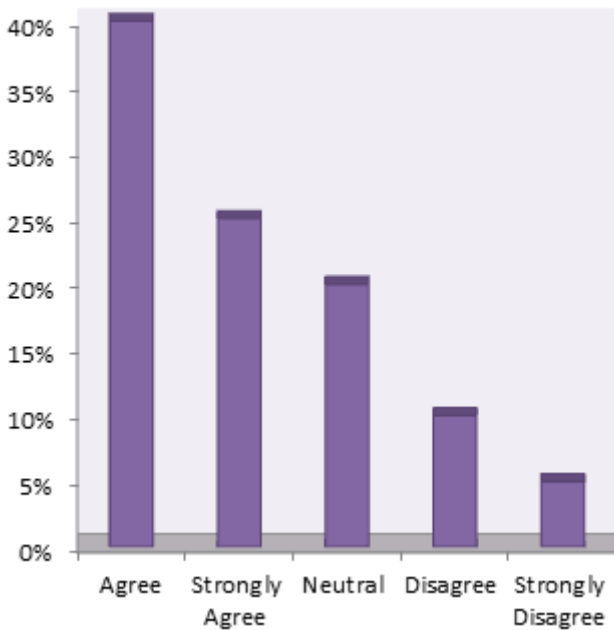


Figure : 7

**Result:** As per the response 40% of employees agree that they are satisfied with job security provided by their respective companies and only 5% of the employees disagree that their job is not secured.

**EMPIRICAL INVESTIGATION OF VARIABLES OF LEARNING AND DEVELOPMENT AND EMPLOYEE MOTIVATION:**

Variables of L&D on Employee Motivation	% of No of Respondents	Ranks by Employees	Ranks by Organization	D	D <sup>2</sup>
New skills to motivate	30%	1	1	0	0
L&D Opportunities	40%	2	4	2	4
Reason to stay in the job	20%	3	2	1	1
Job Security	10%	4	3	1	1
	100			$\sum d = 4$	$\sum d^2 = 6$

**Rank Correlation** =  $1 - \frac{6\sum d^2}{n(n^2-1)}$  =  $1 - \frac{6(6)}{4(16-1)}$  =  $1 - \frac{36}{60}$  =  $1 - 0.60$  =  $+0.4$

**Conclusion:** The ranks obtained for both IT organization and its employees give positive rank correlation as the Learning and development activities provided to motivate employees and retain them is effective and it also satisfies all the selected variables in the process of analysis.

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