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**Research Paper**

**A STUDY ON IMPACT OF TRAINING AND DEVELOPMENT IT INDUSTRY  
AT WIPRO**

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**Abstract**

Training has become the buzz word in the dynamic competitive market environment. Human capital differentiates a great organization from a good one. The Success or failure of modern business organizations depends on the quality of their human resources. Well trained and highly developed employees are considered as corner stone for such success. Data for the paper have been collected through primary source that are from questionnaires surveys, one hundred and twenty questionnaires were distributed for the collection of data, The data have been checked through statistical software to find the impact of training and development on employees' performance and productivity. Hence the purpose of the study was to investigate the relationship between, training and development and employees performance and productivity, training and stress, employee development. And to see whether Training and Development has an impact on Employees working in an IT Industry. Findings indicated that training and development were positively correlated and claimed statistically significant relationship with employee performance and productivity. Analysis and interpretations were made at 0.05 level of significance. The study concluded that training and development have important impact on employee performance and productivity. Thus, in order for organizations to achieve optimum returns from their investment, there is imperative need to effectively manage training and development programs.

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## INTRODUCTION

The survival of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive who will invariably enhance performance and increase competitive advantage. Training and development are an aspect of human resource and competence capable of improving employees' ability to perform more efficiently. Training and development play a vital role in the effectiveness of an organization. It is one of the most pervasive techniques for improving employees' performance enhancing organization productivity in the work place. Employees are the indispensable asset and key element of gaining competitive advantage of any organization e practices that help in enhancing employees' skills, knowledge, and training is essential tool for its actualization. The level of competency, skills and ability of the workforces of an organization influences its ability to preserve its obtained positions gain competitive advantage. Meanwhile, employee's competence, skills and pro-activeness is directly proportional to the level at which organization can compete with others. Organizations are confronting with increased competition resulting from changes in technology, economic environments, globalization

etc. Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance.

### Definition:

A study on the impact of training and development in the IT industry at Wipro is an in-depth examination of how structured training programs, workshops, skill enhancement sessions, and professional development initiatives contribute to improving employee performance, job satisfaction, and organizational growth. Training and development can be defined as a continuous process of systematically improving the knowledge, technical expertise, problem-solving ability, and behavioral competencies of employees to meet the dynamic demands of the IT sector.

In the context of Wipro, which is one of the leading global IT service providers, training and development are not only essential for upgrading employees' technical and managerial skills but also for aligning individual goals with organizational objectives. This study focuses on analyzing how different

training practices such as induction programs, technical certifications, leadership development, e-learning modules, and on-the-job training affect employee efficiency, innovation, adaptability to new technologies, and retention rates.

Furthermore, the study evaluates the role of training as a strategic tool for Wipro to maintain a competitive edge in the IT industry, ensure customer satisfaction, and build a culture of continuous learning. It also highlights how training initiatives enhance employee motivation, reduce skill gaps, and foster organizational commitment, which in turn contributes to long-term productivity and business sustainability.

#### **Research methodology:**

The research methodology for the study on the impact of training and development in the IT industry at Wipro is designed to provide a structured framework for collecting, analyzing, and interpreting data in order to understand the effectiveness of various training initiatives. This study adopts a descriptive and analytical research design as it seeks to examine the existing training practices at Wipro and evaluate their impact on employee performance, satisfaction, and organizational outcomes. Both primary and secondary data sources are utilized

to ensure a comprehensive understanding of the subject matter. Primary data is collected through surveys and structured questionnaires distributed to employees at different levels in Wipro, including fresh recruits, middle-level professionals, and managerial staff who have undergone various training programs. In addition, personal interviews and focused group discussions are conducted to gain deeper insights into employees' perceptions of training effectiveness, career growth opportunities, and the challenges faced during training interventions.

Secondary data is collected from company records, training manuals, HR policies, annual reports, journals, research papers, and online resources related to training and development in the IT sector. This combination of data sources ensures reliability and validity of the findings. The sampling method adopted is stratified random sampling, where employees are categorized based on departments, job roles, and levels of experience, so that the responses represent the diversity of the workforce. The study uses both qualitative and quantitative analysis techniques; quantitative data such as survey results are analyzed using statistical tools like percentages, mean scores, and correlation analysis, while qualitative

data from interviews are subjected to thematic analysis to identify common patterns, opinions, and suggestions.

To ensure objectivity, tools such as Likert scales are applied to measure employee satisfaction and perceptions of training effectiveness, while hypothesis testing is used to determine whether training significantly improves performance outcomes. The methodology also considers the limitations of time, budget, and accessibility to confidential organizational data, and makes provisions to minimize bias through careful questionnaire design and anonymous participation. Overall, the research methodology is structured to not only measure the direct outcomes of training on productivity and efficiency but also to explore its indirect influence on employee retention, innovation, adaptability to technological changes, and the long-term sustainability of Wipro in the highly competitive IT industry.

## **II.LITERATURE REVIEW**

Aidah Nassazi (2013) According to this study “effects of training on employee performance.” Employees are major assets of any organization. The active role they play towards a company’s success cannot be underestimated. As a result, equipping these unique assets

through effective training becomes imperative in order to maximize the job performance.

Ambika Bhatia & Lovleen Kaur (2014) In today’s era employees are not keen to join an organization where their Knowledge and skills are not upgraded. Many organizations provide opportunities for learning and use it as a retention tool. Results prove that training and development are positively correlated and claimed significant statistical relationship with employee performance and effectiveness.

As mentioned by Arnoff (1971), training sessions accelerate the initiative ability and creativity of the workforce and facilitate to avoid human resource obsolescence, that may occur because of demographic factors such as age, attitude or the inability to cope with the technological changes. Obisi (2001), reported that training is a systematic process of enhancing the knowledge, skills and attitude, hence leads to satisfactory performance by the employees at job. He further mentioned that the need and objectives of the training program should be identified before offering it to the employees.

Armstrong M. (2009) has differentiated training from development by putting his concept into words that development is meant to acquire new knowledge and

skills that help to progress into some future job requirements while training helps in gaining those competencies that enable the employees to better perform in their present jobs.

Aswathappa (2000) also suggested that if the training and development function is to be effective in the future and yields all expected returns, it will need to move beyond its concern with techniques and traditional roles. On the other hand, development focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges.

ALDamoe et al. (2012) claimed that organization performance is measured through financial and non-financial measures like sale, profit, and market share and non-financial factors measures are efficiency, quality of service, productivity of organization, satisfaction of employees and commitment these actors can increase through training

Akhtar et al. (2011) discovered that training has an optimistic association between motivations along with job engagement involving personnel doing work in organizations

T & D basically deals with the acquisition of understanding, knowhow, techniques and practices. In fact, T & D is one of the imperatives of human

resource management as it can improve performance at individual, collegial and organizational levels (Ahmad, Iqbal, Mir, Haider, & Hamad (2014). Khan (2001) emphasizes that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of T & D is to contribute to the organization's overall goal.

Aguinis and Kraiger (2009) said that training improves the overall organization profitability, effectiveness, productivity, and revenue and other outcomes that are directly related to the training in improving the quality of services.

According to Barzegar and Shahroz (2011), the most important impact of training on employees and organization performance is improve the quality and quantity of organization's output, increase in the organization's profitability, safeguarding the organization stability, minimizing the risk, decrease the organization cost and expenses, improving the management of the organization and establishing the organization as national and international entities. Training must be related to the mission and performance goals of organization.

Bhatia (2014), Training is a medium to bring continuous improvement in the

quality of work performed; it would equip employees with necessary knowledge, skill, abilities and attitude to perform their jobs.

Bartel (1994), reports that there is a positive correlation between effective training program and employee productivity, however to make it possible, (Swart et al., 2005), it is the responsibility of the managers to identify the factors that hinders training program effectiveness and should take necessary measures to neutralize their effect on employee performance. In addition, Ahmad and Bakar (2003), concluded that high level of employee commitment is achieved if training achieve learning outcomes and improves the performance, both on individual and organizational level. These findings are also consistent with the results of Kim (2006) research work.

Boon & Arumugam (2006) described the organizational commitment associated in both constructive and positive manner with the organization's training and development program. Training plays a fundamental role in the organization's success when the franchise is being considere

According to Brum (2007) training is probably the hardest strategy to improve employee's determination towards the organization performance.

Batool and Bariha (2012) investigated that employees develop their sense of self-confidence, dignity, self-worth as well as wellbeing when they find themselves to be a valuable asset to the organizations. These factors provide them with a sense of satisfaction based on their achieved company goals and continue to encourage them to effort towards the enhancement of the organization to add value in its performance.

Bowra et al. (2011) has found successful organizations tend to be progressively knowing that there are volume of factors which contribute to performance of organization but human resource is definitely the most essential one

Review of Literature According to Chhopra, Bhanu (2015) training and development is an indispensable function in an ever changing and fast paced corporate world but most of the companies pay least importance to it.

Chris Obisi (2011) The ultimate aim of any training program is to add value and once a training program cannot add value, it should be reworked or altogether revoked. Acquisition of new skills is only possible with Training Programs and without skills organizations will not achieve its objectives through people. Some organizations see training as an

expensive venture and may put embargo on training and utilize the money for other projects in the organization.

Carolyn M. Axtell and Sally Maitlis, Shawn K. Yearta (1996) The outcomes recommend that trainees’ perceptions and usefulness of the course and their motivation to transfer skills are key factors in identifying the level of transfer of training they feel they have attained after a month. In other words, if new skills are to be transferred to the workplace, trainees first need to feel that the course is related to their jobs, and must also be committed to using what they have learned. Additionally, in the long term, the individuals those who have more

control over the way they work may find they can create more opportunities to use new skills than those who have less autonomy in their occupation.

Casse and Banahan narrates that (2007), the different Viewed to training and development need to be explored. It has come to their attention by their own preferred model and through experience with large Organisations. The current traditional training continuously facing the challenges in the selection of the employees, in maintaining the uncertainty related to the purpose and in introducing new tactics for the environment of work and by recognizing

this, they advising on all the problems, which reiterates the requirement for flexible approach.

Moreover, Cambell (1971) has given his views as training improves the skill level of technical staff during a short period of time for a specific objective while development allows the managers to learn and grow during a long term learning period having wide-ranging objective

There is lower than average probability for employers to lose subordinates if adequate training is provided in comparison to the employers that lack the ability to provide their employees a training opportunity (Dearden et al., 1997).

### III.DATA ANALYSIS AND INTERPRETATION

#### 3.1 PERCENTAGE ANALYSIS

Table 4.1.1 Showing respondents in age

AGE	NO OF RESPONDENTS	PERCENTAGE %
Above 20 years	62	51.7%
Between 30-40	41	34.2%
Above 40 years	17	14.2%
TOTAL	120	100

Source: Primary Data

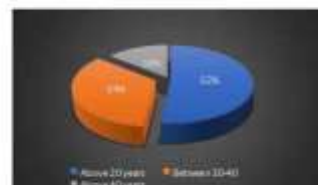


CHART 4.1.1 Showing respondents in age

#### Interpretation

From the above Chart it is interpreted that 52% of respondents are above 20 years, 34% of respondents are between 30-40 years and 14% of respondents are above 40 year

### 3.2 Showing respondents in gender

GENDER	NO OF RESPONDENTS	PERCENTAGE %
Male	64	53.3%
Female	56	46.7%
Total	120	100

Source: Primary Data

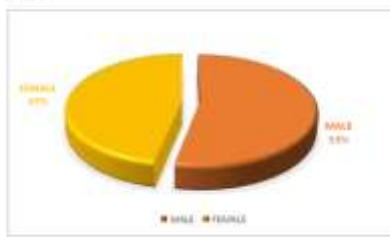


Chart showing 3.1.2 Showing respondents in gender

#### Interpretation

From the above Chart it is interpreted that 53% of respondents are male and 47% of respondents are female.

### 3.3 Showing respondents Marital status

MARITAL STATUS	NO. RESPONDENTS	PERCENTAGE
Single	64	53.3%
Married	48	40%
Prefer not to say	8	6.7%
Total	120	100

Source: Primary Data

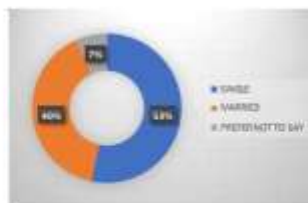


Chart 4.1.3 Showing respondents Marital status

#### Interpretation

From the above Chart it is interpreted that 53% of respondents are Unmarried,

40% of respondents are married and 7% of respondents prefer not to say.

## IV.FINDINGS

The analysis of the demographic profile and responses reveals several important insights about the employees at Wipro and their perception of training and development programs. The majority of the respondents (52%) belong to the age category of above 20 years, reflecting a relatively young workforce that is in the early stage of their careers. Among them, 53.3% are male employees, indicating a slight gender imbalance in the respondent base. In terms of educational qualifications, 45% of the respondents are undergraduates, highlighting that a significant proportion of employees begin their professional journey with basic graduation before pursuing higher education or certifications. Regarding income levels, 55% of the respondents fall under the salary bracket of less than 1–5 lakhs annually, while 53% possess less than 5 years of professional experience, suggesting that most of the workforce covered in this study represents entry-level and mid-level employees. Further, 90% of the respondents work in the day shift, which reflects the traditional work schedule followed in Wipro’s Indian operations.

When it comes to perceptions about training and development, 59.2% of the respondents agreed that the programs have helped them improve their work efficiency, while 45% believe that employee enhancement and skill improvement primarily take place through structured training initiatives. A strong majority of 84% also acknowledged that training and development have contributed to their personal growth, indicating the dual impact of such programs on both professional and personal dimensions. In terms of absenteeism, 38% of the respondents rated 4 out of 5, showing that training initiatives are moderately successful in reducing employee absenteeism. Similarly, 54.25% agreed that competency levels of employees increase significantly due to training and development activities. Additionally, 76% of the respondents agreed that training reduces workplace stress, pointing towards its role in improving employee well-being and work-life balance. Finally, when asked about overall satisfaction, 40% of the respondents rated their satisfaction level as 4 out of 5, signifying that most employees are fairly satisfied with the training programs conducted by Wipro.

## V.CONCLUSION

The study clearly establishes that training and development play a vital role in upgrading not only the productivity and efficiency of employees but also the overall performance of the organization. In a competitive industry like IT, companies such as Wipro must continuously invest in ongoing employee training and development programs to retain talent, improve skills, and remain competitive in the global market. Training initiatives enhance employees' motivation, initiative, and quality of work, making them more committed to achieving organizational goals and objectives. This, in turn, strengthens organizational effectiveness, innovation, and long-term sustainability. It is therefore recommended that management give high priority to training and development initiatives, as they are strategic tools for improving workforce capabilities and boosting organizational productivity. Furthermore, post-training evaluation and analysis are essential to measure the real impact of training programs and identify areas for improvement.

On a personal note, this study has been a valuable learning experience, providing me with deep insights into the significance of training and development

in the IT industry. The findings highlight that while the impact of training on employees at Wipro is largely positive, there is still a need for more structured, effective, and practical training sessions. Future research should also explore broader aspects of employee development, including emerging technologies, leadership skills, and employee well-being, to gain a more holistic understanding of training's valuable impacts on both employees and organizations.

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