

(Annexure-I)

SURVEY

This survey contains questions on the skills required for the BPO employees and different initiatives taken by your organization in skill enhancement of employees. I, Antima Sharma, research scholar requests you to kindly participate in the survey. I am interested to seek information about working, the hierarchal structure, and learning of employees at Infosys. This survey will take ten minutes to complete and participation is voluntarily. As you complete the survey, please feel free to make comments at the end. The collected information will be kept confidential and the information will be analyzed and presented for the research work only.

Name of Respondent (O) _____ Designation/BPO _____

Contact No.(O) _____ E-mail Id _____

General Information

Total No. of Employees	
Total No. of Females out of total employees	
Total No. of Males out of total employees	
No. of Employees working at Lower Level (Executive/Sr. Executive)	
No. of Employees working at Middle Level (Subject Matter Expert/ Team Leader)	
No. of Employees working at Upper Middle Level (Asst. Manger/ Manger)	

Name of Process	No. of Employees
Data Operation	
Accounting Operation	
Call center	
If Any Other Specify	

What are the initiatives taken by organization to enhance the skills of employees?

1.	2.
3.	4.
5.	6.
7.	8.
9.	10.

Technical Skills required by Lower/Middle/ Upper Middle level Employees in different processes

Name of technical skills required in	Required		If Yes, how much it is valuable for the employees.				
	Yes	No	5 Very Much Important	4 Important	3 Average	2 Less Important	1 Not at all
Documentations							
Basic Computing (Basic Numerical)							
Accounting Knowledge							
Rules and Regulations of Accounting							
Domain Expertise							
Analytical skills							
Advance Computing Skills							
Professional Communication							
Customer Queries Handling							
Drafting							
If any other please specify,							

Soft Skills required by Lower/Middle/ Upper Middle level Employees

Name of Soft skills	Required		If Yes, how much it is valuable for the employees.				
	Yes	No	5 Very Much Important	4 Important	3 Average	2 Less Important	1 Not at all Important
Presentation Skills							
Organizational Skills							
Corporate Etiquettes							
Inter-personal Skills							
Customer Handling							
Self-Management							
Aptitude Skills							
Cultural Sensitization							
Problem Solving Skills							
Time Management							
Ethical Skills							
Human Skills							
If any other please specify below							

Informal Learning Ways at Workplace

Ways of Informal Learning	Required		If Yes, how much it is valuable for the employees.				
	Yes	No	5 Very Much Important	4 Important	3 Average	2 Less Important	1 Not at all
Self-Learning							
Trial Error							
Stretch Assignments							
Observation							
Reflection on previous experiences							
Reading Documents (<i>Manuals</i>)							
Using media such as the internet or learning software							
Movements at workplace							
Work out Loud							
Learning from others							
Huddles (Short Meeting)							
Conversation with co-workers/junior/senior at the time of breaks							
Mentoring and coaching							
Job rotation							
Buddy – up							
Role Play							
Movements of Colleagues							
Job Shadows							
Brown Bag Meetings							
Any Other Please Specify							

Comment and suggestion (If any) please specify:

Thanking You,

Antima Sharma
(Research Scholar)
Bhartiya Skill Development University,
Mahindra World City, Off, Ajmer Rd, Jaipur,
Rajasthan, 302037

Questionnaire

This questionnaire is intended to ascertain employees' attitudes toward informal learning in the workplace, as well as the impact of informal learning on the skill enhancement of BPO employees working as Associates, Supervisors, and at the Middle Management Level. Antima Sharma, research scholar, requests you to kindly fill out the questionnaire to help the researcher in seeking information about the "Impact of informal learning at the work place on skill enhancement of BPO employees." The questionnaire will take around ten minutes to complete, and the participation is voluntarily. As you complete the questionnaire, please feel free to make comments at the end. The information gathered will be kept private, and it will only be analyzed and presented for research purposes.

General Information

Name _____ Contact No. (optional) _____

Job Profile Voice Non-Voice

Gender Male Female Others

Age 18-22 23-27 28-32 33-37 38-42 43+

Qualification Under-Graduate Graduate Post Graduate

Total Experience in BPO ≥ 1 1-5 6-10 11-15 16-20 21-25 25+

Tick on your Designation

Executive	Subject Matter Expert	Asst. Manager
Process Associate	Management Trainee	Manager
Sr. Executive	Team Leader	Sr. Manager
Please Specify, If any other		

Q1. As per your experience which of the learning is more effective at workplace to make employees more skilful?

Only formal learning	More formal learning and less informal learning
More informal learning and less formal learning	Both formal learning and informal learning
Only in formal learning	

Please tick on the correct options which are appropriate according to you.

Statements	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1. Informal learning is part of my daily routine activities.					
2. I learn at the workplace through informal activities, apart from formal training (i.e., conversation with others, self-reading, observations, mentoring etc.)					
3. I feel trial and error is the right approach to					

4. In my opinion, mentoring is one of the informal ways that can enhance the skills of employees.					
5. I have experienced that short meetings on a daily basis are a correct way of learning informally and getting solutions to problems.					
6. I am learning while instructing juniors.					
7. I learned this while taking advice from co-workers and seniors.					
8. I get feedback and learn during working out loud (explaining how I did the task).					
9. Other employees get benefits and learn when I work out loud.					
10. I feel that informal learning activities provided at the workplace are really the right tool to make employees skilled and learn.					
11. All I have learned through informal learning is that I am not recognized or certified.					
12. When I discuss my work with others, their suggestions create confusion.					
13. When I attend or conduct short meetings with team members, sitting leads to time wastage.					
14. All informal learning activities create mismanagement in my work.					
15. I feel that through informal learning, all the required information does not get revealed.					
16. I feel sharing of information through informal learning activities spreads rumours or damages the task.					

As per your experience how skills get enhanced from different ways of informal learning.

Statements	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
17. I get a deep knowledge of the process and expertise in a domain with the help of Informal ways of learning.					
17.1 Using E-Library facility					
17.2 Applying Trial & Error approach					
17.3 From reading Manuals & Documents					
17.4 By observing others at workplace					
17.5 Through proper Mentoring and Coaching					
17.6 With the help of Buddy-Up approach					
17.7 By appearing in Huddles (Short Meetings)					
17.8 Conversation with Seniors/Juniors/Experts /Colleagues casually.					
17.9 Participating in Offsite Meetings					
18. I can grow in my career through informal ways of learning, but sometimes I don't want to					

learn new things.					
19.I believe my analyzing and interpreting data skills get intensified through informal learning exercises.					
19.1UsingE-Library facility					
19.2Applying Trial & Error approach					
19.3From reading Manuals & Documents					
19.4 By observing others at workplace					
19.5Proper Mentoring and Coaching					
19.6WiththehelpofBuddy-Up approach					
19.7ByappearinginHuddles(Short Meetings)					
19.8Conversation with Seniors/Juniors/Experts /Colleagues casually					
19.9ParticipatinginOffsiteMeetings					
20. I get expertise in preparing flow charts, process maps, and process documentation in various ways informally.					
20.1Using E-Library facility					
20.2ApplyingTrial&Errorapproach					
20.3From reading Manuals &Documents					
20.4Byobservingothersat workplace					
20.5ThroughproperMentoringandCoaching					
20.6WiththehelpofBuddy-Up approach					
20.7ByappearinginHuddles(Short Meetings)					
20.8Conversation with Seniors/Juniors/Experts /Colleagues casually					
20.9ParticipatinginOffsiteMeetings					

Statements	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
21.I can learn informally, but colleagues don't participate in informal learning activities.					
22.My communication skills get a brush-up along with informal learning rather than formal coaching.					
22.1UsingE-Library facility					
22.2ApplyingTrial&Errorapproach					
22.3FromreadingManuals&Documents					
22.4Byobservingothersat workplace					
22.5ThroughproperMentoringandCoaching					
22.6WiththehelpofBuddy-Up approach					
22.7ByappearinginHuddles (Short Meetings)					
22.8Conversation with Seniors/Juniors/Experts /Colleagues casually					
22.9ParticipatinginOffsiteMeetings					
23. I enhanced my skills of keeping the records of mails/customer's queries and other important documents through experiencing informal practices at workplace.					
23.1 using E-Library facility					
23.2ApplyingTrial&Errorapproach					
23.3From reading Manuals & Documents					
23.4 By observing others at workplace					
23.5 Through proper Mentoring and Coaching					
23.6 With the help of Buddy-Up approach					
23.7ByappearinginHuddles(Short Meetings)					
23.8 By Conversation with Seniors/Juniors/Experts /Colleagues casually					
23.9 Participating in Offsite Meetings					
24.With the help of informal methods of learning, I learned about organisational culture and how to behave in an organization.					
24.1UsingE-Libraryfacility					
24.2Applying Trial & Error approach					
24.3From reading Manuals & Documents					
24.4Byobservingothersatworkplace					
24.5ThroughproperMentoringandcoaching					
24.6WiththehelpofBuddy-Up approach					
24.7ByappearinginHuddles(Short Meetings)					
24.8Conversation with Seniors/Juniors/Experts /Colleagues casually.					
24.9 Participating in Offsite Meetings					
25.I can learn informally but personally I feel Shy to interact or converse with others.					
26.I improved my presentation skills through learn informally.					
26.1UsingE-Library facility					
26.2Applying Trial & Error approach					
26.3From reading Manuals & Documents					

Statements	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
26.4 By observing others at workplace					
26.5 Proper Mentoring and Coaching					
26.6 With the help of Buddy-Up approach					
26.7 By appearing in Huddles(Short Meetings)					
26.8Conversation with Seniors/Juniors/Experts/Colleagues casually.					
26.9ParticipatinginOffsiteMeetings					
27.I am able to solve daily routine problems more efficiently by the ways of informal learning.					
27.1 Using E-Library facility					
27.2 Applying Trial & Error approach					
27.3From reading Manuals & Documents					
27.4 By observing others at workplace					
27.5 Through proper Mentoring and Coaching					
27.6 With the help of Buddy-Up approach					
27.7 By appearing in Huddles(Short Meetings)					
27.8Conversation with Seniors/Juniors/Experts/Colleagues casually.					
27.9ParticipatinginOffsiteMeetings					
28.My job doesn't allow me to learn informally.					
29.I keep my self and my work managed by learning from others & Self informally.					
29.1 Using-Library facility					
29.2Applying Trial & Error approach					
29.3 From reading Manuals & Documents					
29.4 By observing others at workplace					
29.5Through proper Mentoring and coaching					
29.6 With the help of Buddy-Up approach					
29.7 By appearing in Huddles(Short Meetings)					
29.8 Conversation with Seniors/Juniors/Experts/Colleagues casually.					
29.9 Participating in Offsite Meetings					
30. I can learn more informally. But organization's policy does not support.					
31.Myinter-personalskills get enhanced More by learning easy going way.					
31.1UsingE-Library facility					
31.2ApplyingTrial&Errorapproach					
31.3From reading Manuals &Documents					
31.4Byobservingothersat workplace					
31..5ThroughproperMentoringandcoaching					
31.6WiththehelpofBuddy-Up approach					
31.7ByappearinginHuddles(Short Meetings)					
31.8Conversation with Seniors/Juniors/Experts/Colleagues casually.					
31.9ParticipatinginOffsiteMeetings					

Statements	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
32. Employees grow without leaning in Career through obsequiousness/Fawning (buttering). This becomes a barrier to employee learning and discourages others from learning and improving.					
33. My approach became more ethical and humanistic through informal learning with co-workers.					
33.1 Using E-Library facility					
33.2 Applying Trial & Error approach					
33.3 From reading Manuals & Documents					
33.4 By observing others at workplace					
33.5 Through proper Mentoring and coaching					
33.6 With the help of Buddy-Up approach					
33.7 By appearing in Huddles (Short Meetings)					
33.8 Conversation with Seniors/Juniors/Experts /Colleagues casually.					
33.9 Participating in Offsite Meetings					
34. I can learn informally but personally, I feel <u>Shy to interact or converse with others.</u>					
35. Organization doesn't follow right model of <u>Informal learning.</u>					
If any other please specify,					

Informal Learning is a 360 Learning.

Statements	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
36. I learned informally from all the way at workplace and it is 360.					
37. I learn from self					
38. I learn from my subordinates					
39. I learn from my seniors					
40. I learn from customers					
41. I learn from third party					
42. I learn from peers					

You are free to share your experience, suggestions, and opinions about informal learning in the work environment.

Thanking You

Researcher Profile

Antima Sharma is a Research Scholar in the Department of Management and is pursuing her PhD under the guidance of Dr. Mredu Goyal of Bhartiya Skill Development University, Jaipur. She is from Jaipur, Rajasthan, India. She completed her graduation in the stream of commerce from Rajasthan University. She did her Master's in Finance and Human Resource Management from Rajasthan Technical University, Jaipur.

She has working experience in the domain of human resource management, both industrial and academic. She worked as a support officer and HR executive for a multinational corporation before becoming a lecturer at a management college.

Antima is exploring her research work and has published quality research papers in reputed journals. She published papers mainly on the development of an individual through informal learning. Her published work reflects the impact of informal learning on the skill development of individuals, employees, and students. The list of conferences attended and papers published during my PhD programme is as follows.

List of Conference, Research Paper and Book Chapter:

- Presented Paper “Impact of Emotional Intelligence of Trainers on Student’s Skills Enhancement” at Bhartiya Skill Development University, Jaipur, *National Conference on Skill Development (NCSD 2018)*, (15th -17th March’18).
- Presented Paper “Development of professional human values and ethics through informal learning” at Shankara Group of institutions, Jaipur, *“International Conference on Professional Ethics and Human Values”*, (5th September’ 18).
- Presented Paper “Informal Learning: Innovative tool towards sustainable development in Education” at JK Lakshmipat University, Jaipur, *International Conference on Innovations in Technology and Management for Achieving Sustainable Development Goals (SDGs)*, (1st -3rdFebruary’19).
- Paper” Informal Learning: An Innovative tool towards Sustainable Development in Education published in Scopus Indexed Journal, *Humanities and Social Science Reviews*, <https://doi.org/10.18510/hssr.2019.7439>, Vol 7, No 4, 2019, pp 303-308

- Attended 7th PAN IIM conference and poster paper presentation title “Impact of Informal learning on Skills enhancement of Trainers” organized by IIM Rohtak at Delhi, 12th -14 December 2019, and published in SRRN library.
- Paper “Informal Learning: An Innovative HR Practice for Skill Enhancement of Employee” has been shortlisted for conference preceding in 11th International Conference held at Gwalior, 28th Dec to 30th Dec 2019, Paper under review and published by SRRN-Elsevier.
- Attended 10 days’ workshop on Mixed Method Research Methodology in IIM Indore from 15th May to 24th May 2019.
- Presented Paper “Sustainable Workforce Through Informal Learning” at JK Lakshmipat University, Jaipur, International Conference on Innovations in Technology and Management for Achieving Sustainable Development Goals (ICSDG), (7th – 8th February’2020).
- Attended EFDP on Basics of Research, Parametric and Non-Parametric Statistics, Research, Regression & EFA (06/2020), Organized by Rukmini Devi Institute of Advanced Studies.
- Sharma, A, & Raghuvanshi, R. (2020) “Informal Learning: A Review on Importance, Facilitators, And Barriers Of Informal Learning In Context Of Workplace”, *Journal of Xi’an University of Architecture & Technology*, Vol 12, No 4, 2020, pp: 4509-4521. <https://doi.org/10.37896/JXAT12.04/1195>.
- Sharma, Antima & Raghuvanshi, Rinku (2020), “Skill Development In Lockdown Through Self-Learning”, *Merc Global's International Journal of Management*, Vol. 8, Issue 3, 2020, PP 69-7. <https://doi.org/10.35620/IJM.2020.8302>.
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- Sharma, A, & Raghuvanshi, R. (2020). Impact of Informal Learning on Skill Enhancement of Trainer in IUP Journal of Soft Skill (Indexed in Cabell’s Directory, EBSCO Open Library).
- Published Book Chapter in “Branding Through Workforce which is accepted for book entitled Employer Branding for Competitive Advantage: Models and Implementation Strategies, (2020), (Taylor & Francis Publications).
- “Building Sustainable Workforce Through Informal Learning” submitted to Journals, and it is under review process, *ANWESH- International Journal of Management and Information Technology*.