



## International Journal of Applied Business and Economic Research

ISSN: 0972-7302

available at <http://www.serialsjournal.com>

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Volume 15 • Number 13 • 2017

### A Study of Employees Training and Development in BPO Sector

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#### ABSTRACT

The purpose of this study is to find out the impact of employee training and development on employee's performance. The results show that significant positive relationship exists between employee training and development and the employee performance. The statistical population of this study is BPO Sector of CAMEO CORPORATE SERVICES LTD IN CHROMPET which covers 200 employees of 5 Locations and data was collected through a questionnaire. The present study takes into consideration a sample size of 90 from overall population 200. Results show the Positive relationship between on job Training and Employee Performance.

**Keywords:** Employee performance, Employee Training and Development.

#### 1. INTRODUCTION

Training and development is a subsystem of an organization and core function of human resource management. It ensures continuous skill development of employees working in organization and habituates process of learning for developing knowledge to work. Training and Development is the foundation for obtaining quality output from employees.

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organization for updating skills and knowledge of employees in accordance with changing environment. Optimization of cost with available resources has become pressing need for every organization which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals.

“Training & Development is any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his or her skills and knowledge.”

### **1.1. Objectives of Study**

- To analyse To the effectiveness of existing training programs.
- To find out the improvement of skill and knowledge after attending training program.
- To measure the impact of the training provided by Wonjin Auto Parts India Pvt. Ltd.,
- To analyse the relationship between the superior and subordinator .

### **1.2. Research Questions**

- What do you understand by training?
- Is the training must for enhancement of productivity and performance?
- Which method of post training feedback according to you is more appropriate?
- Is post training evaluation focus on result rather than on the effort expended in conducting training?
- What should be the ideal time to evaluate the training?
- Is training program helped to increase the productivity of both quality and quantity?
- Satisfied level of the effectiveness of training program?
- The trained under on the job training method then from the following method which Method you have undergone?
- To whom is training give in your organization? and development session conducted in your organisation are useful to you?
- Do company provide study material before the training program?
- Are you satisfied with present method of selection of candidates for training?
- How frequently training programs has been organized in a year?

## **2. COMPANY PROFILE**

Cameo, headquartered in Chennai, India, is an established Business Process Outsourcing (BPO) service provider, providing services to a wide range of clients. Its main businesses are in the areas of Document Management, Medical Transcription, Data Conversion and Registry & Share Transfer. It has a wide geographical presence in India & US, employing over 1,100 employees. It serves over 350 clients, amongst whom are some of the largest and finest, listed companies in the country. Cameo has an extremely successful track record in being able to manage and process large volumes of transactions for its clients in a time bound manner.

Our company has been awarded “CRISIL - SME 2” Credit Rating by CRISIL Limited (World’s fourth largest and India’s largest rating agency), which indicates “HIGH” level of credit worthiness, adjudged in relation to other SMEs.

### **Mission Statement**

To achieve excellence in core areas of competence, offering the highest standards of quality in our services at internationally competitive costs by adopting long term strategies and sound business policies based on ethical values, thus reinforcing the confidence of our customers and stakeholders.

## **3. LITERATURE REVIEW**

**Kuldeep Sing (2000)** has selected 84 organization from business representing all the major domestic industries questionnaire has developed by Huselid (1993) are used to study training. The objectives of the study are to examine the relationship between training and organizational performance which shows that Indian organizations are still not convinced of the fact that investments in human resources can result in higher performance.

**Alphonsa V.K. (2000)** has conducted training climate survey in a large private hospital in Hyderabad. 50 supervisors from different departments of the hospitals randomly selected for the study. The researcher used training – climate survey questionnaire (Rao-1989). “The analysis of training climate as perceived by the supervisors” Covered various aspects such as corporate philosophy policies superior, subordinate relationships, valued performance features and behaviours, interpersonal and group relationship.

A study on Qualitative Research Designs: Selection and Implementation by **JohnW. Creswell (2003)** University of Nebraska–Lincoln William E. Hanson Purdue University Vicki L. Plano Clark Alejandro Morales University of Nebraska–Lincoln provides a detailed study about qualitative research design and its application in there search.

“Evaluation of executive training at NLC Ltd.: a case study” by **Selvam, M.Panchalan, R.(2003)** examines a transfer of learning to the workplace and evaluation of tangible or intangible benefits of training to the business are rare phenomena in practice. This study aims at evaluating the effectiveness of executive training programs of NLC Limited, a public sector undertaking located at Neyveli, Tamilnadu.

**Wagner S (2000)** in his study on “Employees Speak out on Job Training Findings of New Nationwide Study,” highlighted employee development programs are experiencing higher employees satisfaction with lower turnover rates although salary and benefits play a role in recruiting and retaining employees, people are also looking for opportunities to learn new things, the challenge of new responsibilities, and the prospect of personal and professional growth. The Gallup Organization found that employee satisfaction and retention are high when a company is willing to train its workers.

A study conducted by **Shiva Kumar Singh and Subhash Banerjee (2000)**,”Trainer roles in Cement industry”, says that, today the Indian Cement Industry is the second largest in the world. There has been tremendous growth of activities in the Indian Cement Industry in terms of modernization, in order to keep pace with such modernization/expansion due to technological development, a strong manpower base equipped with latest development has to be built with in Cement Industry, New Training initiative has to be taken at all levels. A Trainer’s main objective is to transfer his knowledge and skills to the Trainees. This paper

is focused on the Trainer Roles in Cement Industry, the factors which are important to become an effective Trainer. This involves identifying training courses, choosing appropriate Training methods, evaluation of Training activities, and helping the Trainer to deliver good Training to the Cement Industry.

A study on “HRD strategies at various levels in construction organisations” by **Singh, S. K. and Banerjee, S. (2000)**, reveals that construction is the second largest economic activity in India, and accounts for half of the nation’s investment or development. In this article the authors briefly discuss the HRD strategies at various levels in construction organisations. Many sectors of the construction industry are in urgent need of technological upgradation. An effort to develop manpower by the organisations will directly show results in the bottom line. Since there are not many professionals imparting training in construction - related aspects, refreshers training is essential and some concrete efforts in imparting systematic technical training is necessary.

**Binna Kandola (2000)** has discussed some of the difficulties associated with accurate and useful evaluation of training effectiveness particularly in the department of soft skills which include skills relating to people management. The author highlights some existing training evaluation techniques and then outlines a model of training evaluation which currently is found to be successful in the United Kingdom.

**Moses (2000)** observed that companies can no longer guarantee employees promotions to the top, it is important that training and development help employees with career planning and skills development. Some organization fear that career planning will communicate to employees that their jobs are at risk, but it can be framed differently to communicate that they are willing to invest in helping employees reach their potential. Companies can also help ease employees’ minds by making career planning a standard part of their employee development process of downsizing or restructuring.

**Logan, J.K (2000)** illustrated that retention is a complex concept and there is no single recipe for keeping employees with a company. Many companies have discovered, however, that one of the factors that helps retain employees is the opportunity to learn and try new things. The Gallup Organization also supports this contention, as they found “the opportunity to learn and grow” as one of the critical factors for employee retention. Companies that offer employee development programs find success with retaining workers.

**Lance Gray and Judy McGregor (2001)** have compared 100 New Zealand surveys for workers aged 55 years and over, and another one for employers. The issue of older workers captured respondent attention with both studies receiving response rates of around 50%. The congruence of attitudes among older workers and employers regarding the efficiency was negative. Training stereotypes is a feature of the study. Older workers are in some agreements that there is difficult to train less willing to learn and afraid of new technology older workers saw provision of training as a concern with 11.6% reporting discrimination with regard to training. Significantly, skilled older workers saw the provision of training was a signal by employers that they are to be taken as serious contributors.

**Olga et. al (2001)** is concerned with how MNCs differ from indigenous organization in relation to their training needs and whether this relationship changes across countries. The question is whether local isomorphism is apparent in the training needs of MNCs, or whether MNCs share more in common with their counterparts in the countries. A series of hypothesis has been put forward and tested using survey data from 424 multinational and 259 indigenous organizations based in the UK (United Kingdom) and Ireland. The result suggests a hybrid form of localization. Where MNCs adopt their practices to accommodate

national differences but that these adaptations have not reflected convergence to domestic practice. The results also indicate that the MNCs are selective in the training practices that are adopted. Evidence from this study indicates that country difference in career traditions and labour market skill needs are key drivers in the localization of associated training.

Training strategies in the emerging hi-tech banking environment by **Basu, Kishanjit; Satish, P. (2001)** implies that, like all other institutions, banks have to organise, develop and manage their human resources effectively in order to achieve their goals. Their major responsibility in this regard is to build up a right mix of skills and attitude among their employees. For achieving this, a continuous process of training interventions in banks is a must. However banking the world over, including India, is undergoing a change, transforming itself into technology based, specifically, IT[Information Technology] based banking.

**Giannationio and Hurley (2002)** have presented a study on “Executives insights into training practices”. Over 1100 human resource training executives responded to a survey concerning their perceptions of the training issues their companies are facing the role of training in their organization the skills training employees should possess, and the substantive training knowledge that graduates of training programmes should be able to demonstrate results suggest the most important issues facing training executives today is managing the change Executives felt that it has been extremely important for the professionals to be able to create a recruitment program in today’s labour market. The result of this research provides several implications for the design and the delivery of training educational programme.

**Sharad Kumar and Sabita Patnaik (2002)**. The performances of the roles depend upon the individual perception regarding the effectiveness of performing the role and various organizational factors.

A study on “Mixed Methods Research” by **Julia Brannen (2005)** Institute of Education, University of London provides complete idea on how a mixed method strategy works out during the research process, the research design phase, the field work phase, the analysis phase and contextualization.

#### 4. METHODOLOGY

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution help in future courses of action. The research has been defined as “A careful investigation or enquiry especially through search for new fact in any branch of knowledge”.

The research designing in the present investigation is descriptive research. Descriptive research includes surveys and fact finding enquires of different kinds. All data were obtained by means of survey method using questionnaire technique.

**Sample size:** The present study takes into consideration a sample size of 90 from overall population 200.

**Source of data:** The two sources of data collection are namely primary and secondary data.

**Primary data:** The primary data are those which are collected for the first time and thus happened to be the original in character. In this project, survey method is done through questionnaire. The questionnaire consists of closed enter and open ended questions.

**Secondary data:** Apart from primary data collected, the data collected through text books, journals from library and internet is used for study.

**Instrument:** The instrument used for the study is questionnaire. The questionnaire consist of both closed as well as open ended questions.

**Statistical tools:** The collected data has been represented through percentage table and it is in the form of graph.

**Percentage analysis:** The data analysed through simple analysis technique. Percentage method is used in making comparison between two or scene of data, this method is used to describe relationship percentage of respondents -  $(\text{No. of Respondents} / \text{Total No. of Respondents}) \times 100$ .

$$\text{Percentage} = \frac{\text{No. of Respondents}}{\text{Total No. of Respondents}} \times 100$$

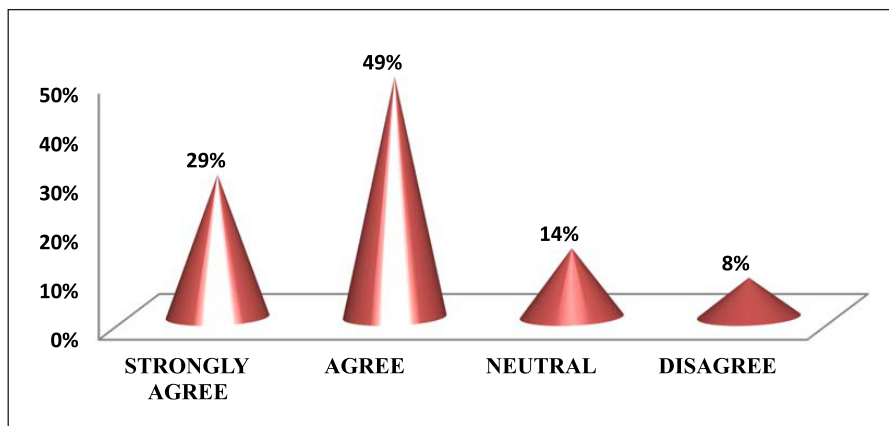
**5. DATA ANALYSIS AND INTERPRETATION:**

**Table 1**  
**Enhancement of Productivity and Performance**

Option	No. of Respondents	Percentage
Strongly Agree	26	29%
Agree	44	49%
Neutral	13	14%
Disagree	7	8%
Total	90	100%

Source: Primary data

**Interpretation:** From the survey it is vivid that 49% of the respondents “Agree” that there is an enhancement of productivity and Performance after training; 29% of respondents are “Strongly agree”; 14% are “Neutral” and 8% of the respondents “Disagree” that there is a enhancement of productivity and Performance after training.



**Figure 1: Enhancement of Productivity and Performance**

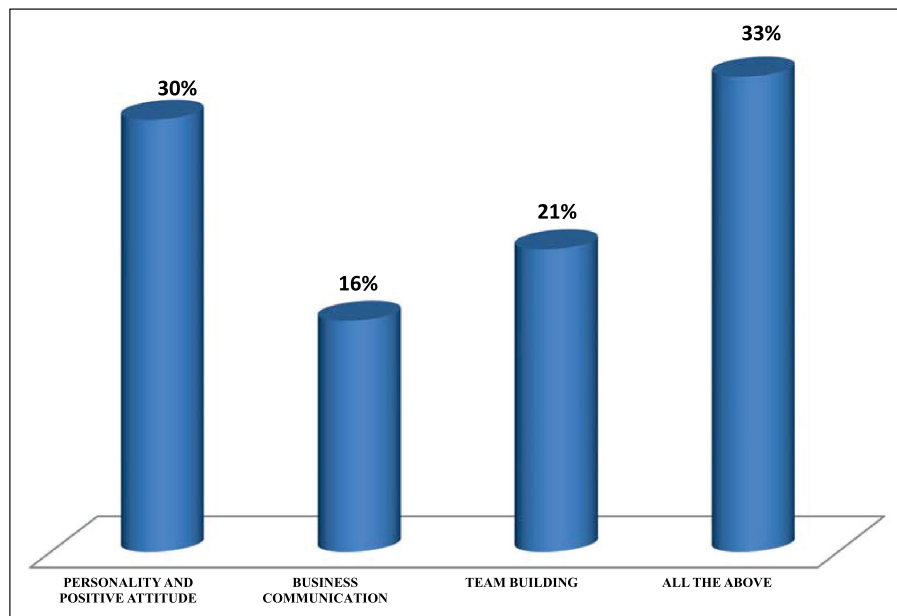
**Interpretation:** From the above table it is inferred that 33% of the respondents are gained personality and positive attitude, business communication and team building skill; 30% of respondents are gained

personality and positive attitude skill; 16% of the respondents are gained business communication skill and 21% of respondents are gained team building skill.

**Table 2**  
**Soft Skill Development by Training**

<i>Options</i>	<i>No. of Respondents</i>	<i>Percentage</i>
Personality and Positive Attitude	27	30%
Business Communication	14	16%
Team Building	19	21%
All the Above	30	33%
Total	90	100%

*Source:* Primary data



**Figure 2: Soft Skill Development by Training**

**Table 3**  
**Appropriate Post Training Feedback Method**

<i>Feedback Method</i>	<i>No. of Respondents</i>	<i>Percentage</i>
Observation	7	8%
Questionnaires	39	43%
Interviews	41	46%
Supplement Test	3	3%
Total	90	100%

*Source:* Primary data

**Interpretation:** It is cleared from the above table that 46% of the respondents said that “Interviews” is the appropriate post training feedback method; 43% of the opinion that “Questionnaires” is appropriate

method; 8% replied that “Observation” is the best method and 3% said that “Supplement test” is the appropriate feedback method.

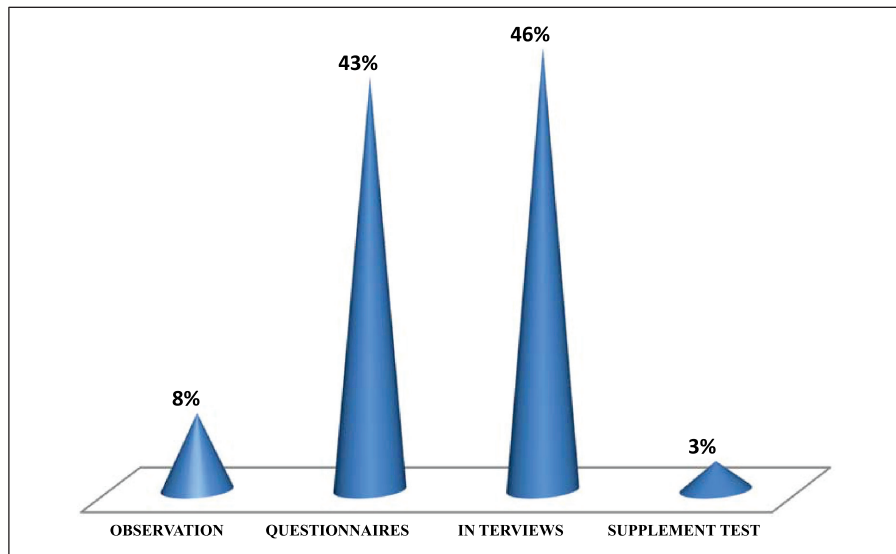


Figure 3: Appropriate Post Training Feedback Method

Table 4  
Post Training Evaluation Focus on Result Rather than on the Effort Expended in Conducting Training

Options	No. of Respondents	Percentage
Strongly Agree	24	27%
Agree	36	40%
Neutral	27	30%
Disagree	3	3%
Total	90	100%

Source: Primary data

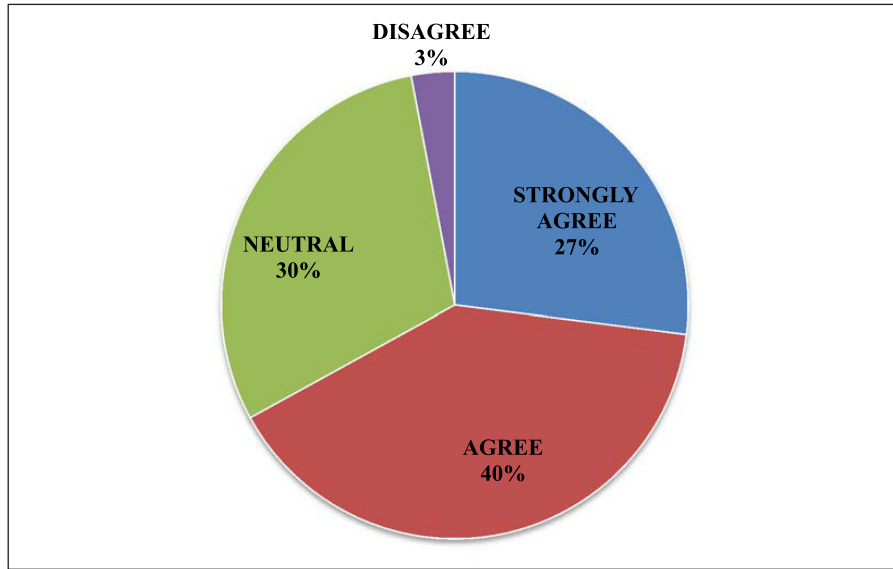
**Interpretation:** From the above table, it is cleared 40% of the respondents are “Agree” that post training evaluation focus on result rather than on effort expended in conducting training; 30% of the respondents are “Neutral”; 27% of the respondents are “Strongly agree” and 3% of the respondents are “Disagree” with the post training evaluation focus on result rather than on the effort in expended conducting training.

Table 5  
Methods of Training

Training Method	No. of Respondents	Percentage
On The Job Training	57	64%
Off The Job Training	22	24%
Both	11	12%
Total	90	100%

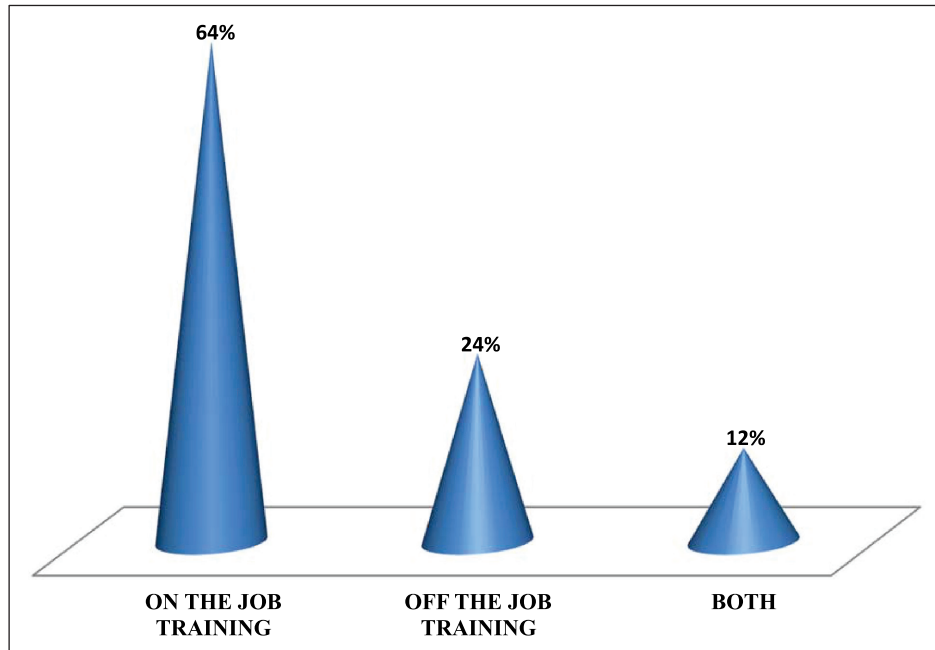
Source: Primary data





**Figure 4: Post Training Evaluation Focus on Result Rather than on the Effort Expended in Conducting Training**

**Interpretation:** The above table narrates that, 64% of the respondents preferred “On the job training”; 24% of the respondents preferred “Off the job training” and 12% of the respondents preferred both.



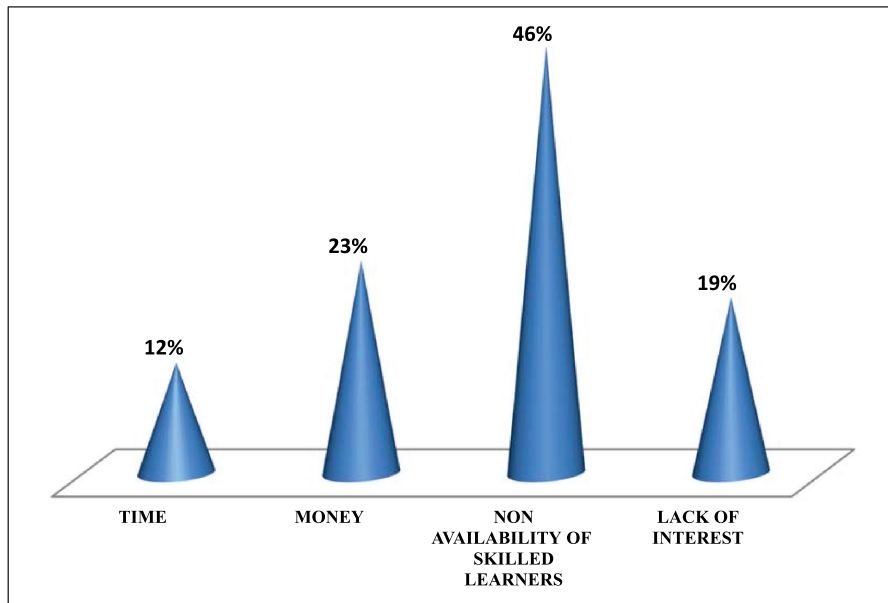
**Figure 5: Methods of Training**

**Interpretation:** It is cleared from the above table that 46% of the respondents said that “Non availability of skilled learners” is the one of the major barrier to the training program provided by the organisation ; 23% of the respondents opinion that “Money” is the barrier for the training programs; 19% of the respondents replied that “Lack of interest” and 12% of the respondents are said that “Time” is the barrier of the training and development programs.

**Table 6**  
**Barriers of Training**

<i>Options</i>	<i>No. of Respondents</i>	<i>Percentage</i>
Time	11	12%
Money	21	23%
Non Availability of Skilled Learners	41	46%
Lack of Interest	17	19%
Total	90	100%

Source: Primary data



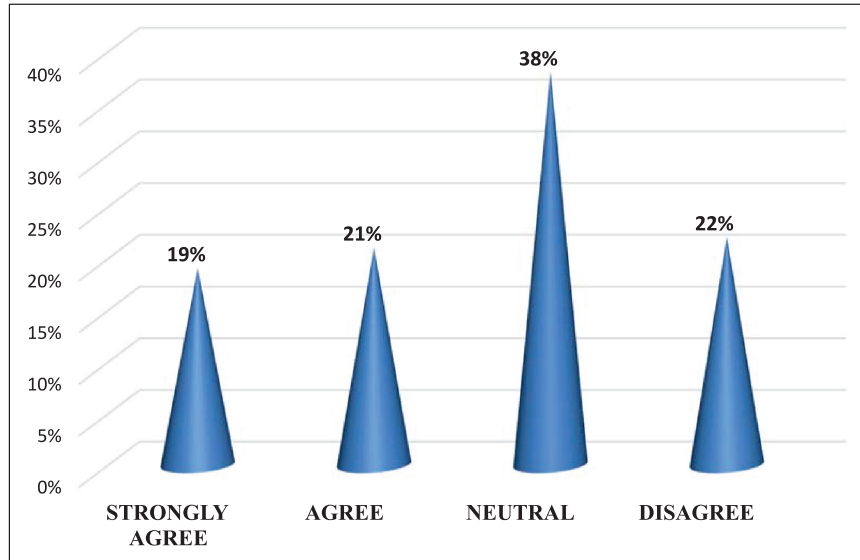
**Figure 6: Barriers of Training**

**Table 7**  
**Training Program Enable Decision Making**

<i>Options</i>	<i>No. of Respondent</i>	<i>Percentage</i>
Strongly Agree	17	19%
Agree	19	21%
Neutral	34	38%
Disagree	20	22%
Total	90	100%

Source: Primary data

**Interpretation:** From the above table, it is cleared that 38% of respondents are “Neutral” that the training program enables the employees to be accountable and authoritative in decision making; 22% of the respondents are “Disagree”; 21% of respondents are “Agree”; 19% of respondents are “Strongly agree” with that.



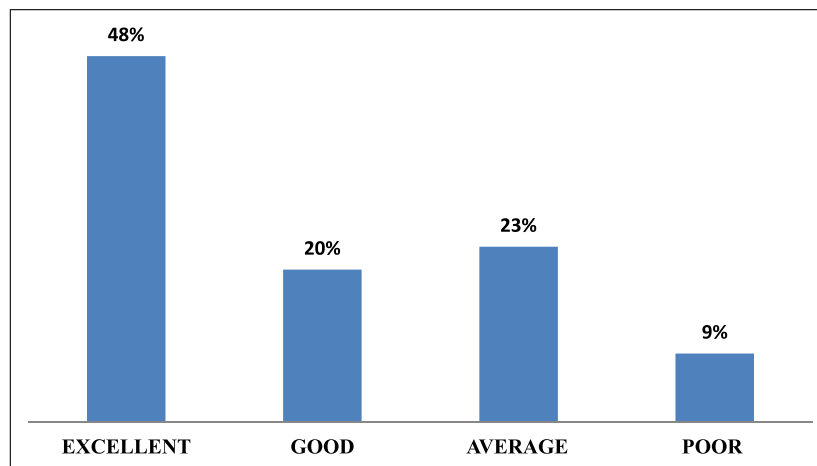
**Figure 7: Training Program Enable Decision Making**

**Table 8  
Improvement of Knowledge After Training**

<i>Opinions</i>	<i>No. of Respondents</i>	<i>Percentage</i>
Excellent	43	48%
Good	18	20%
Average	21	23%
Poor	8	9%
Total	90	100%

*Source:* Primary data

**Interpretation:** The above table narrates that, 48% of the respondents preferred “Excellent”; 23% of the respondents said “Good”; 20% of the respondents said “Average” and 9% of the respondents said “Poor” about improvement of knowledge after training program.



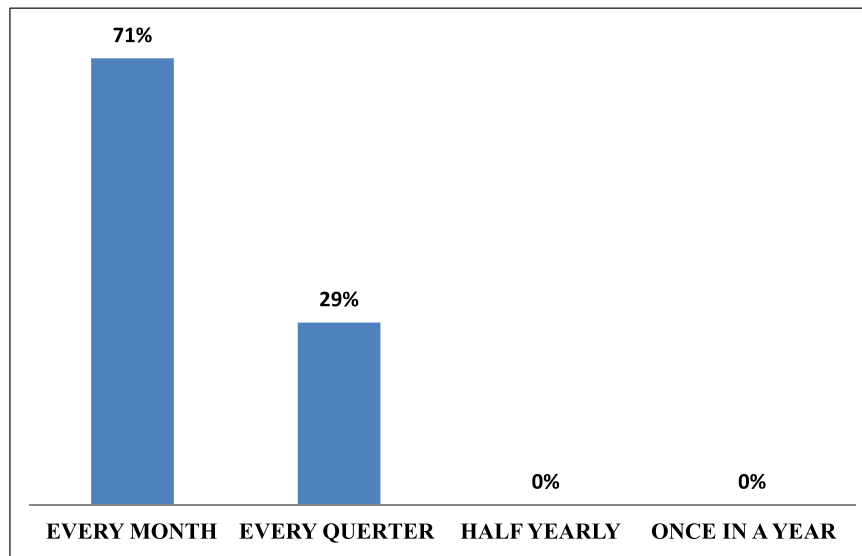
**Figure 8: Improvement of Knowledge after Training**

**Table 9**  
**Frequency of Training Program**

<i>Options</i>	<i>No. of Respondents</i>	<i>Percentage</i>
Every Month	64	71%
Every Quarter	26	29%
Half Yearly	0	0%
Once in a Year	0	0%
Total	90	100%

*Source:* Primary data

**Interpretation:** It is cleared from the above table that 71% of the respondents said that “Every month” training programs has been organized in a year; 29% of the respondents opinion that “Every quarter” the company has organized training programs in a year.



**Figure 9: Frequency of Training Program**

**Table 10**  
**Satisfactory Level of Selection of Candidates for Training**

<i>Method of Selection</i>	<i>No. of Respondents</i>	<i>Percentage</i>
Strongly Satisfied	38	42%
Satisfied	23	26%
Neutral	15	17%
Unsatisfied	14	15%
Total	90	100%

*Source:* Primary data

**Interpretation:** The above table shows that, 42% of the respondents are of the opinion that “Strongly satisfied” selection of candidates for the training; 26 % of the respondents are said that “Satisfied”; 17% of the respondents are “Neutral” and 15% of the respondents are “Unsatisfied” with the selection of candidates for training program.

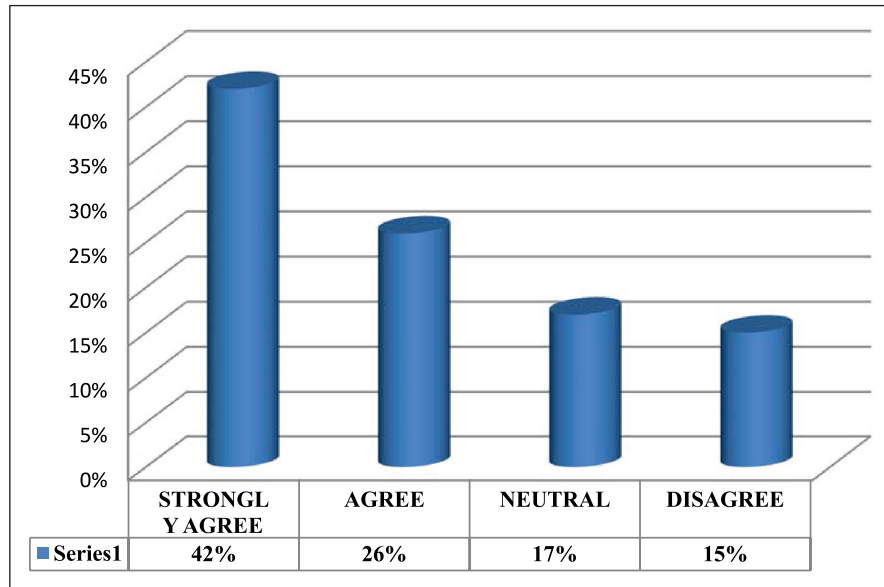


Figure 10: Satisfactory Level of Selection of Candidates for Training

## 6. FINDINGS, SUGGESTIONS AND CONCLUSION

### Findings:

- 49% of the respondents “Agree” that there is an enhancement of productivity and performance after training.
- 33% of the respondents are gained personality and positive attitude, business communication skill.
- 46% of the respondents said that “Interview” is the appropriate post training feedback method.
- 40% of the respondents are “Agree” that post training evaluation focus on result rather than on effort expended in conducting training.
- 64% of the respondents preferred “On the job training”.
- 46% of the respondents are trained under “Job rotation” method.
- 63% of the respondents said that “Based on requirement” of the employees, training is given by the organisation.
- 46% of the respondents said that “Non availability of skilled learners” is the one of the major barrier to the training program provided by the organisation.
- 38% of the respondents are “Neutral” that the training program enable to the employee to be accountable and authoritative in decision making.
- 48% of the respondents opined that training evaluation is “Trainee centered”.

## **7. SUGGESTIONS**

- A training calendar should be provided to all the employees at the beginning of the session.
- Categorized training based on individual nature of work in the office should be provided in order to enhance his/her interest & efficiency.
- After completion of training, seminars should be organized where the trainees can share their experiences and views about training.
- Training session should be more interactive.
- Training should be given as need basis coupled with organization business strategy.
- Strong and effective feedback mechanism is required.
- Company must have a serious evaluation method employee should undergo an exam after each training.
- Class room training as well as on site training should be implemented.
- Audio and visual training should be implemented.
- Expert faculty members from across the world should be assigned.
- Training program should be conducted in regional language also.
- Adequate practice time must be provided to the employees to develop their skills.
- Employee should not be pushed beyond their learning limits.
- Good training infrastructure should be provided.

## **8. CONCLUSION**

In CAMEO CORPORATE SERVICES LTD., the concern should provide some effective strategy for the training and development of an employee. The factors should be analysed for training and development properly to increase the company value among the competitors. It is learned that the company is a world good organization as compared with other competitors available in the market. For a considerable period of time, it is stated that the effective training will produce the effective result in the employee growth as well as the company growth.

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