

# A Study on Training and Development of Employees in a BPO Company

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**Abstract-** Training and development comprises a broad range of activities, including formal and informal training, job-rotation, traditional class-room courses, internal vs external training, induction training for newly recruited people, facilitating the new organizations rules, and technologies in training, such as E-learning. The need of the training and development function is to ensure that individuals / groups in the organization develop proficiency in the required skills to enable them to perform their roles effectively and efficiently. Modern work environments require good communication skills, the ability to work in a team, time-management skills, the ability to adapt to change, and to work with people from diverse cultures.

This paper outlines the various aspects and roles of Training and Development function in a BPO industry. A sample size of 75 trainees was taken in order to conduct research and random sampling technique was used in order to conduct the survey. The data was collected by interviewing the respondents with the help of a structured questionnaire.

**Index Terms-** Knowledge Transfer, Skill development, Standard Operation Procedures.

## INTRODUCTION

Training and Development activities are designed to impart specific skills, abilities and knowledge to employees. Training is a planned effort by an organization to facilitate employee's learning of job related knowledge and skills for improving performance. Development refers to learning opportunities designed to help employees grow and evolve a vision for future.

Training is the process of planned programs and procedures undertaken for the improvement of employee's performance in terms of his attitude,

skills, knowledge and behavior. These training and development programs can significantly improve the overall performance of organization.

Training is normally viewed as a short process. It is applied to technical staff, lower, middle, senior level management. When applied to lower and middle management staff it is known as training and for senior level, it is called managerial development program/development program.

The need of Training and Development in an overall organizational can be calculated from the below formula.

Training and development need = Std. performance – Actual Performance

## DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT

TRAINING	DEVELOPMENT
* Learning skills and knowledge for doing a specific job.	* Growth of an employees from various jobs
* Short term process	* Long term process
* Job-centered in nature.	* Career-centered in nature.
* Technical and Mechanical	* Conceptual Skills
* Direct intervention of trainer is necessary	* The executives have to be motivated internally for self-development.

## OBJECTIVE OF THE STUDY

To understand the Training and Development function in an organization, it is necessary to study the below aspects:

- Purpose of the Training function in an organization,
- Process of Training and Development programs,
- Different types of training programs,
- Expectations of the trainees from the training program,
- The quality of the instruction delivered by the Trainer during training,
- The ability of the trainees on their application of knowledge from the Training,
- The Training manual shared by the Trainer is useful or not
- The Training session interactive and encouraged by the trainer
- Training days are good enough to learn the project process
- Training Program organized in an effective manner

**Purpose of Training and Development:**

Reasons for Training and Development include:

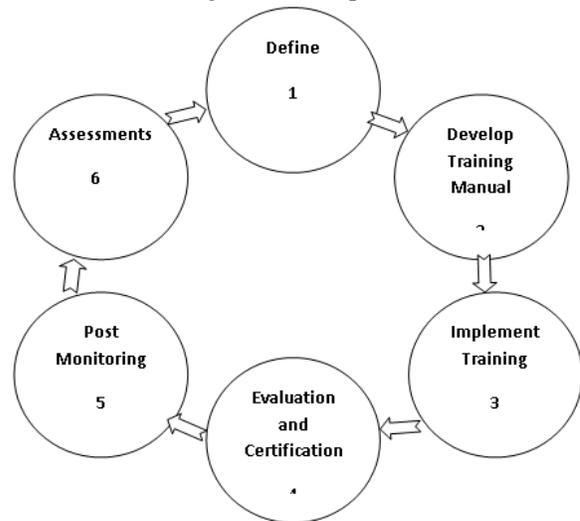
- Creating a group of already available and adequate replacements for employees who may leave or move up in the organization.
- Improving the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff.
- Developing a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- Ensuring adequate human resources for expansion of new programs in an organization.

Besides, other specific benefits that an organization receives from training are as follows:

- Increase in productivity and reduction in employee turnover
- Increase in efficiency that resulted into financial gains and decrease in need for supervision.
- Helps in addressing employee weaknesses
- Improvement in workers performance and ensuring worker satisfaction
- Improve quality of services and products
- Reduce in cost

Through training management courses employees will receive a greater share of the material gains that result from their increased productivity.

**Process of Training and Development:**



Different Types of Training: There are several types of training programs are offered to employees on the basis of request. The important types of training programs are as follows:

**INDUCTION TRAINING:-** This training is being conducted when a new employee joining to the organization. When new employees report for the work, they must be helped to get acquainted with company policies, procedures, rules and regulations in the work environment and with fellow employees.

**PROJECT PROCESS TRAINING:-** This training is being conducted for a specific job which employees have to perform as per their roles. It gives information about various projects, process to perform, instructions to be followed, and methods to be used.

**CROSS TRAINING:** This Training is being conducted to the employees who are already Trained and certified for a project process, hence this would resulted in reduction in training days.

**REFRESHER TRAINING:-** The refresher training is being conducted for already trained and certified employees. The basic purpose of this training is to acquaint the existing resources, with the process that they have not followed.

**SOFT SKILL TRAINING:-** The Soft Skill training is being conducted in the organization, for the employees to improve their knowledge, experience,

proficiency, communication and interpersonal skills within the team.

Methodology of Training:

The methods of training may be classified into the following categories:

- On-the-Job training
- Off-the-Job training

**ON-THE-JOB TRAINING:-** On-the-job training is the most effective method of training. Under this method, the employees are given training at the work place by a trainer. In other words, the employees learn in the actual work environment. It is based on the principle of “learning by doing”.

THERE ARE FOUR METHODS OF ON-THE-JOB TRAINING:

**COACHING:-** In this method, the trainer imparts project process knowledge and skills to the trainees. The emphasis in coaching the trainees is on learning by doing.

**UNDERSTUDY:-** The Trainer gives training to a Subject Matter Experts (SME) for assistance. The SME learns through experience and observation.

**POSITION ROTATION:** The trainee is periodically rotated from job to job instead of sticking to one job, so that they would acquire a general background of different jobs.

**JOB ROTATION:-** Job rotation is used to develop all-round skilled employees. The employees learn new skills and gain experience in handling different kinds of roles.

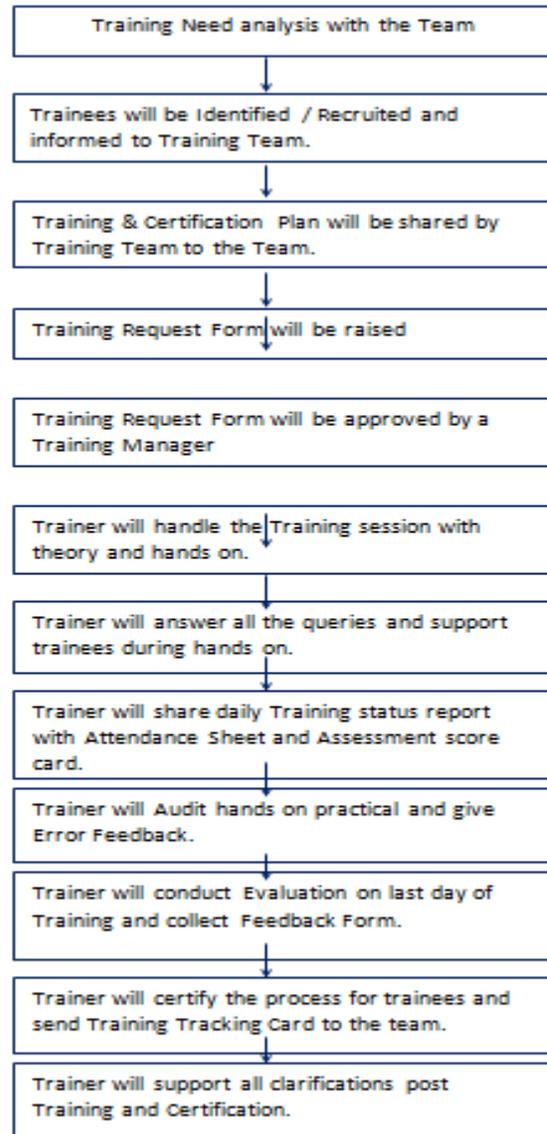
**OFF-THE-JOB TRAINING:-** This requires the employees to undergo training for a specific period away from the work place.

THERE ARE VARIOUS OFF-THE-JOB TRAINING METHODS AS DESCRIBED BELOW:-

**LECTURE CUM DISCUSSION:-** This Training of special lectures is also known as “class-room training”. It is more associated with imparting knowledge than skills.

**CONFERENCE TRAINING:-** A conference is a group meeting conducted using web portal, according to an organized plan in which the members seek to develop Knowledge and understanding by oral participation.

Training Procedures Flow Chart



## RESEARCH METHODOLOGY

**SAMPLES: METHOD OF SAMPLING USED:** “RANDOM SAMPLING METHOD”

**SAMPLE SIZE**

The sample size taken is 75 employees from various departments of Trainees who have attended the Training program.

DATA COLLECTION: Survey-Questionnaire

#### DATA ANALYSIS AND INTERPRETATION

##### 1. EXPECTATIONS OF THE TRAINEES FROM THE TRAINING PROGRAM:

88% of Trainees have stated that the Training met their expectations to greater extend.

11% of Trainees have stated that the Training met their expectations to some extend.

1% of Trainees have stated that the Training met their expectations to least extend.

##### 2. THE QUALITY OF THE INSTRUCTION DELIVERED BY THE TRAINER:

43% of Trainees have stated “Very Good” about Quality of the instruction being delivered.

57% of Trainees have stated “Good” about Quality of the instruction being delivered.

##### 3. THE ABILITY OF THE TRAINEES ON THEIR APPLICATION OF KNOWLEDGE:

89% of Trainees have “Stongly agreed” that they will be able to apply the Knowledge learned.

11% of of Trainees have “Agreed” that they will be able to apply the Knowledge learned.

##### 4. TRAINING MANUAL IS USEFUL TO FOLLOW:

61% of Trainees have “Strongly Agreed” that the Content was well organised and easy to follow. 39% of of Trainees have “Agreed” that the Content was well organised and easy to follow.

##### 5. TRAINING SESSION INTERACTIVE AND ENCOURAGED

80% of Trainees have “Strongly Agreed” that the Trainer keeps the class Interactive.

12% of Trainees have “Agreed” that the Trainer keeps the class Interactive.

8% of Trainees have rated “Neutral” that the Trainer keeps the class Interactive.

##### 6. TRAINING DAYS GOOD ENOUGH TO LEARN THE PROJECT PROCESS:

79% of Trainees have stated that the Training pace is Perfect.

12% of Trainees have stated that the Training pace is Fast.

9% of Trainees have stated that the Training pace is Slow.

##### 7. TRAINING PROGRAM ORGANIZED IN AN EFFECTIVE MANNER

84% of Trainees have “Strongly Agreed” that the Training Organized in an Effective manner.

12% of Trainees have “Agreed” that the Training Organized in an Effective manner.

4% of Trainees have rated “Neutral” that the Training Organized in an Effective manner.

#### CONCLUSIONS

On the basis of the analysis made, the following conclusions are drawn:

- Maximum number of Trainees have stated that the Training met their expectation and the Training objectives for each topic were identified and followed.
- Trainees have agreed that quality of instruction being delivered by a Trainer is good.
- Maximum number of Trainees have strongly agreed that they were able to apply their knowledge after the training program.
- Trainees have strongly agreed that The Training manual that has been shared by the trainer is useful to follow.
- Maximum number of Trainees have strongly agreed that the Trainer keeps the class interactive.
- Trainees have agreed that the Training pace is perfect and Training duration is excellent.
- Maximum number of Trainees have strongly agreed that the Training program has been organized in an effective manner.

#### RECOMMENDATION AND SUGGESTIONS

- Audio - Video conferencing Training can be initiated.
- Computer based Desktop sharing Training can also be initiated in other production sites to reduce Training cost.
- Animated Training modules can be designed for Trainees to know about various business verticals.

- External domain experts can be invited for knowledge sharing programs to Trainers.
- Telecommunication at production sites during training can be improved.
- Trainers across all sites in each line of business can discuss about initiatives and suggestions to improve training process.
- Train the Trainer programs can be initiated across line of business.
- Trainers can be sent to Onsite to learn the project process.

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