



Critical Evaluation of Training and Development of Employees – A Study With Reference to BPO Companies in Chennai City

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Abstract

Training and Development is a mix of training as well as development. It focuses more on overall development of employees in the business concern. Training and Development is an effective tool through which performance of employees is improved besides improving group performance. Training has significant role in teaching employees of sharpening skills, concepts, changing of attitude and gaining more knowledge to enhance performance of the employees. Training should be efficient enough so that it would help the employees of their development subsequently a company can also improve in the long run.

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INTRODUCTION

Training and Development is a mix of training as well as development. It focuses more on overall development of employees in the business concern. Training and Development is an effective tool through which performance of employees is improved besides improving group performance. Training has significant role in teaching employees of sharpening skills, concepts, changing of attitude and gaining more knowledge to enhance performance of the employees. Training should be efficient enough so that it would help the employees of their development subsequently a company can also improve in the long run.

Training helps you understand your pros and cons and an employee can identify his shortcomings at the work and he can subsequently improve himself in the organisation. Some experts defined the training as it is about knowing where you are in the present and where you have to be in the future. By training, people can learn new information, new technology and refresh their existing knowledge and skills. Because of this, there is much improvement and adds up the effectiveness at work. the purpose of giving training is to create an impact that lasts beyond the end time of the training itself and employees gets updated with the new phenomenon. Training is thus adding new skills to the employees and he is able to cope up with any crisis situation.

Development refers to those learning opportunities designed to help employees grow. Development is not primarily skill oriented. Instead, it provides general knowledge and attitude which will be helpful to employees in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities such as those supplied by management developmental programmes are generally voluntary.

Training and Development by a formal definition is narrated as it is any attempt to improve current or future employee performance by increasing an employees' ability to perform through learning usually by changing the employee's attitude or increasing his or her skills and knowledge.

Training and Development in BPO Industry

BPO industry in India is steadily fast growing with it providing stable employment opportunities for the educated youth. It contributes a lot to the economy of our country by ensuring standard of living among the people besides alleviating unemployment problem. Training and development in BPO sector is the need of the hour as employees in such a sector have to undergo training constantly to face challenges at the work place. With economy ever changing, employees are forced to undertake complicated tasks. Without providing sufficient training to the employees, those challenges will paralyse the BPO industry in general and employees in particular. Training enables the employees learn new skills and new techniques thus enabling employees face tremendous challenges with the BPO Market being driven by many uncontrollable forces.

Objectives of the Study

1. To examine how training is provided to the employees of BPO Companies in Chennai City.
2. To review whether training provided to the employees is effective in meeting their tasks.

Statement of the Problem

The study is concerned with Training and Development of the employees in BPO companies in Chennai city. There are invariably concerns over providing training to the employees of the BPO companies across the country. This does not mean that training should never be provided to the employees in BPO companies. Duration is a matter of concern as far as training is provided to the employees of the BPO companies. When work, family life, and a slew of other demands are draining employees' energy, there's a risk that training just adds to their stress. Worse still, intruding on employees' personal time with training sessions is a sure fire way to make them resist (and even resent) training.



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A steady rise in shift work and a decentralized workforce has led to new challenges in training and development. Sometimes training is not imparted to the employees to deal with clients of foreign countries. As some employees work in night shift, they find it difficult to attend the training session. There is lack of attention on the part of employees which adds woes to the training and development program in the company.

Many training programs are too generic, and not personalized enough for specific roles or skills. Unfortunately, generic training can strain learners' time and patience by forcing them to engage with content that simply isn't relevant to them. You can bet this leads to further training challenges.

Significance of the Study

Training and Development is very essential for the employees of BPO industries. Many people culminate in doing their routing work that does not allow them to learn any new skills and techniques. By training and development programme, employees are being shaped to accomplish the goals of the company. Training and Development brings about many changes among the employees thereby employees are getting skilled to carry out their day to day work under changing environment. The employees will progress well in their work. They learn many new things which are otherwise not available in their field. Training and Development make the employees feel job satisfied. They get to do their work with passion. They reach the goal of work in less span of time. If Training and Development program serves its purpose, employees resort to challenging task in the organisation.

REVIEW OF LITERATURE

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job."

The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'.

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

RESEARCH METHODOLOGY

This study is meaningful in nature as Researcher has listed out the objectives through which he has carried out his research work. As it is a survey based study, researcher has used descriptive research design for his study. Similarly, convenient sampling has been used for this study as the selection of sample has been done conveniently. Sample size for this study is 150 who are the employees of BPO companies in Chennai City. Those 150 employees are working for various BPO companies across Chennai city. These companies include HCL, Accenture India and Infosys BPO. 50 employees are selected from each of these companies for the study. Researcher has collected data from both sources namely primary data and secondary data. Primary data have been collected by way of Circulation of well structure questionnaire while secondary data were constructed by referring to various viable sources such as newspaper, magazines, articles and respective websites.

Statistical Tools used for the Study

1. Descriptive Statistics
2. One Sample Test
3. Bivariate Correlation

DATA ANALYSIS AND RESULTS DISCUSSION

Table 1. Descriptive Statistics for mode of training the employees

	N	Mean	Std. Deviation	Variance
Training is held at the work place of employees	150	.7800	.41563	.173
Company make batches to provide training to its employees	150	.7533	.43252	.187
Shift pattern is followed when training employees in BPO companies	150	.8133	.39095	.153

Inference

The above table indicates descriptive statistics for mode of training the employees. Mean value is highest towards shift pattern is followed when training the employees in BPO companies. Therefore, many employees express their opinion whether training is conducted based on shift pattern. Next higher mean score is .7800 which is observed at Training is held at the work place of employees. Therefore, many employees enunciate that training is held at their work place itself. The last mean score is .7533 that goes to company make batches to provide training to its employees. Likewise, as far as standard deviation is concerned, the highest value is witnessed for the second statement that is company make batches to provide training to its employees.

Table 2. Descriptive Statistics for the effectiveness of employees after training

	N	Mean	Std. Deviation	Variance
Skill set of employees is improved after training	150	.8067	.39624	.157
Changes in the results of the company after imparting training to its employees	150	.7733	.42008	.176
It leads to proper coordination of work among the employees	150	.7933	.40627	.165

Inference

From the above table, it is inferred that the highest mean score is given to the first statement named skill sets of employees improved after the training. Training plays important role in enhancing the skills of the employees. This study is evident of it. The next mean score seems to .7933 that indicates training leads to proper coordination of work among the employees. Employees are getting proper direction concerning training programme. At the same time, the last mean score is no way spared with changes in the results being witnessed after the training.

Table 3. One-Sample Test Mode of Training the Employees

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
					Lower Upper
Training is held at the work place of employees	22.984	149	.000	.78000	.7129 .8471
Company make batches to provide training to its employees	21.332	149	.000	.75333	.6836 .8231
Shift pattern is followed	25.480	149	.000	.81333	.7503 .8764



when
training
employees
in BPO
companies

Inference

From the above table, it is believed that there is greater significant difference among the variables defined in the mode of training is given by the company. The null hypothesis for mode of training the employees is accepted at 5% level of significance since calculated t value in all the cases is greater than table value.

Table 4. One-Sample Test for the Effectiveness of Employees after Training

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Skill set of employees is improved after training	24.934	149	.000	.80667	.7427	.8706
Changes in the results of the company after imparting training to its employees	22.547	149	.000	.77333	.7056	.8411
It leads to proper coordination of work among the employees	23.916	149	.000	.79333	.7278	.8589

Inference

From the above table, it is believed that there is greater significant difference among the variables defined in the effectiveness of employees after the training. The null hypothesis for effectiveness of employees after training is accepted at 5% level of significance since calculated t value in all the cases is greater than table value.

Table 5. Bivariate Correlations for the Effectiveness of Employees after Training

Training is held at the work place of employees	Pearson Correlation	1	.032	.035
	Sig. (2-tailed)		.697	.673
	Sum of Squares and Cross-products	25.740	.860	.840
	Covariance	.173	.006	.006
	N	150	150	150
Company make batches to provide training to its employees	Pearson Correlation	.032	1	-.115
	Sig. (2-tailed)	.697		.160
	Sum of Squares and Cross-products	.860	27.873	-2.907
	Covariance	.006	.187	-.020
Shift pattern is followed when training employees in BPO companies	N	150	150	150
	Pearson Correlation	.035	-.115	1
	Sig. (2-tailed)	.673	.160	
	Sum of Squares and Cross-products	.840	-2.907	22.773
	Covariance	.006	-.020	.153
	N	150	150	150

Inference

After performing bivariate correlation among the variables of mode of training conducted in the company, least correlation is observed in all the cases. Therefore, variables defined under mode of training

employees are having weak correlation. Therefore, each variable defined herein should be given due significance in such a way that employees in all should be benefited by mode of training the employees.

Table 6. Bivariate Correlations for the Effectiveness of Employees after Training

Skill set of employees is improved after training	Pearson Correlation	1	.017	.042
	Sig. (2-tailed)		.834	.610
	Sum of Squares and Cross-products	23.393	.427	1.007
	Covariance	.157	.003	.007
Changes in the results of the company after imparting training to its employees	N	150	150	150
	Pearson Correlation	.017	1	-.001
	Sig. (2-tailed)	.834		.990
	Sum of Squares and Cross-products	.427	26.293	-.027
It leads to proper coordination of work among the employees	Covariance	.003	.176	.000
	N	150	150	150
	Pearson Correlation	.042	-.001	1
	Sig. (2-tailed)	.610	.990	
	Sum of Squares and Cross-products	1.007	-.027	24.593
	Covariance	.007	.000	.165
	N	150	150	150

Inference

After performing bivariate correlation among the variables of effectiveness of employees after training in the company, least correlation and negative correlation are observed in all the cases. Therefore, variables defined under effectiveness of employees after training are having weak correlation of one variable over another. Therefore, each variable defined herein should be given due significance in such a way that effectiveness of employees should be improved further by changing the present system of training.

FINDINGS

- From the above table, it is found that variables underscored in mode of training the employees in the BPO industries are having highest positive mean score thereby it is learnt that employees should be training by batches, on shift pattern and training at the work place itself.
- Similarly, another finding indicates that effectiveness of employees after training enhances the quality of work among the employees thereby company achieves its target at the short notice.
- As far as the finding based on one sample test, null hypothesis for mode of training employees is accepted. Thus there is greater significant difference observed among the variables of the mode of training the employees.
- This finding is with regard to effectiveness of employees after having given the training to its employees. This too bring positive results of training improves efficiency of employees.
- The finding made from bivariate correlation proves least correlation and negative correlation among the variable of mode of training the employees and effectiveness of employees after training themselves. Therefore, correlation is weak. While mode of training is followed, it is to be noted that proper schedules to be prepared to ensure that training does not affect any employee in the business concern.

SUGGESTIONS

- First of all, researcher has to put forth his valuable suggestions to improve the existing system of training. Before training



schedule is prepared, it is advised to the company to consult its employees working on shift basis. Prepare the schedule of training during their free time.

2. In the same way, training should be conducted according to batches. But the present system of training in the company allows employees to undergo training in batches. But, they suffer a lot from many limitations such as training is designed only to specific class of employees. Therefore, rest of the employees fail to cope up with the training process.
3. Accordingly, this suggestions is all about medium of instructions should be followed whenever training the employees. Conduct the training especially in the regional languages to make sure that employees really understand the purpose of training.
4. At last, employees should express their feedback after the training session is over. They have to rate the trainers using various parameters.

CONCLUSION

This study is good but at the same time, there are some ifs and buts. There are some suggestions given by the researcher to improve the training process of BPO companies. Training the BPO employees should be taken up with utmost care with they come from different disciplines. Each employees should be regarded the most important in the organisation whereas organisation too should not be reluctant to offer the training every now and then that too after getting to know of the specialisation of employees. Training is in fact improving the ability and stability of employees in the BPO companies. Therefore, researcher concludes his study by saying that training should be imparted to the employees of BPO industries in a well organised manner.

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