INTEREST, INVESTIGATION & IMPACT ON TRAINING FOR BETTER BUSINESS IN BPO’S. (WITH REFERENCE TO CORPORATE SECTOR IN COCHIN)

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ABSTRACT

The researcher intends study to investigate the impact of training in better business growth using a case study of BPOs in Cochin. The researcher also aims at the strategies followed by the organisations and the factors by which the employees are influenced by the training. The contribution of employees to the aims and goals of the organisations should be optimised in order to sustain effective performance and growth. In order to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist department or management positions, training is necessary. The researcher is doing this study to investigate how training increases business growth and employee performance using a case study of BPOs in Cochin. Questionnaire is prepared and samples are collected from employees of BPOs like Wipro and NGA Human Resource in Cochin branch. Design of the study is made to find out a solution to the research problem by means of answering all the research questions. Data collected from a sample size of 120 members are run in SPSS and data analysis is conducted using various tests such as Chi-square, ANOVA, correlation and regression. Tables and charts are used to illustrate each significant variable. The data analysis and interpretation gives the conclusion that the training is must in an organisation since it is the best way to achieve better growth. Training motivates employees and they transfer the skills learned from training into the actual job, and the result is growth of the employee and organisation. The strategies used in training are role play, communication and soft skills development, on the job and off the job training. The results indicate that employees are highly influenced by the existing training system since it develops self-confidence, working ability and motivates them by providing rewards and promotions.

KEYWORDS
Impact of Training and Development, Benefits of Training

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INTRODUCTION

To achieve success, human resource managers in every organisation have to train and develop their employees in order to improve the performance of individuals and groups in that organisation. High performing organisations today have recognised the need of training and development practices to increase their competitive advantage. Training is a major part of every business. Employees are very crucial and expensive resource. The contributing of employees to the aims and goals of the organisations should be optimised in order to sustain effective performance and growth. In order to ensure an adequate supply of staff that is technically socially competent and capable of career development into specialist departments of management positions, training is necessary. Training is an integral part of total quality management. The importance of training in recent years has been highly influenced by the competition and the relative success of organisations.

The researcher intends to investigate the impact of training on better business growth and employee performance using a case study of BPOs in Cochin. Questionnaire is prepared and samples are collected from employees of BPO like Wipro and NGA Human Resource in Cochin. Business Process Outsourcing (BPO) can be defined as a strategic approach to sourcing which utilises an external supplier for the management of a broad set of training process.

In very short span, requiring lots of technological requirements and competition, hence this resulted in an increasing demand for well-trained workforce.

The researcher focuses on impact of training on business growth and employee performance. The most vital ingredient for an organisation to perform well is its work force’s knowledge and skills. If an organisation wants to remain its competitive hem, it has to maintain continuous improvement and workplace education. Fast pace technological development and organisational change help employers to realise that success demands the enhancement of employee skills and abilities and it requires uninterrupted investment in training and development. Training is the systematic attainment and expansion of the knowledge, skill, and attitude. Training is required for the employees to sufficiently execute a task or job and to improve performance in the job environment.

A key to success of a company is often times, it is as simple as everyone knowing their job and doing it well. But many of the employees in today’s business world are not completely comfortable in their roles. This is not enough to survive in the present competitive market. Training will provide employees with the tools they need to excel at their jobs and will help them to complete tasks effectively and efficiency and with confidence.

A great example of this is project management. In many cases, a project becomes merely a deadline. The focus of the employees will be just completing project on time. Hence, the result will be a project without good quality. The result will be just project completion, but it is usually just at satisfactory and perhaps a little below. But for a group who received training in project management, the situation is different.

The situation is quite different for the employees who are trained in project management. Everyone in the group knew...
what tasks they have to complete and by when. They properly assess the project and time requirements and they are fully capable of completing their project in time. In fact they understand parameters of the project and hence focus mainly on quality. The outcome will be a productive group and a good product with maximum quality.

**Petty Problems**
The effectiveness of the organisation training program depends upon the extent to which the management is committed to support it.

Secondly, due to the proper assignment and responsibility of line managers, the training in-charge should take care of the skills in which the training is planned and evaluated.

Training program is effective only if the trainees apply the learning from the day one of the training on the job. Evaluating the effectiveness of costly training, the effort was a paramount success.

**Research Objectives**
1. To find out how training of employees results in better business growth in BPOs, Cochin.
2. To find out the strategies of training imparted in the organisation.
3. To understand how employees are influenced towards existing training system.

**Significance of Study**
- In rapidly changing environment, training is a must. It is not only an activity that is desirable but also an activity that an organisation must commit resources to it if it is to maintain a viable and knowledgeable workforce.
- The important asset in BPOs is its manpower. Today’s technology is obsolete tomorrow. Today’s management philosophy may be ineffective tomorrow. The management has a challenging task in keeping up in pace with the latest state or art technology. The only solution for achieving this is to train employees in, so that they become efficient and training only results in better business growth.
- Manpower issues are growing in prominence and there is a greater emphasis on enhancing the skill or the workforce. Training increases productivity and indirectly helps the company and its profit, improves quality of work, helps a company to achieve its objective, improves organisational climate and improves health and safety, prevents obsolescence and accelerates personal growth.

**Limitation of the Study**
The present study is limited to many aspects. Providing information about Training and Development is the outcome of various variables. It is not possible to take it into consideration each and every criteria in this study.
- Some of the information given by the respondents may be bias.
- Could not be able to collect the information from all the employees of organisation because of the busy schedule of employees.
- The questions that are asked being personal, some of them hesitated to answer it.
- Analysis is done on the assumption that respondents have given correct answers.
- Due to the limitation of the time, the research could not be made more detailed.

**METHODS OF TRAINING**

1. **There are two Methods Generally used for Training**
   - **On-the-Job Training**
     This is the most effective method of training. Under this method, the new worker is placed on regular job and his immediate supervisors at the working place itself gave training. The trainee learns by observing and actually doing the job. Hence, this type of training is called learning by doing. The following are on-the-job training methods.
   - **Coaching**
     Under this method, the supervisor guides or coaches his subordinate to acquire knowledge and skills. The supervisors give the instruction.
   - **Under Study**
     The subordinates learn through experience and observations. The trainees work as an assistant to superior.
   - **Job or Position Rotation**
     A trainee is transferred systematically from one job to another, so he can get the experiences of different jobs.

2. **Off-the-Job Training**
   This type of training is conducted by the organisation within the premises or by external agencies. A classroom is arranged inside the premises and is carried out in this classroom. The following are the off-the-job training methods.
   - **Conferences**
     Employees in the same organisation or different organisations come together to discuss the various aspects of a particular topic. Experts deliver lectures after discussion.
   - **Case Study**
     In this form of training, a trainee undertakes a case study and learns how decisions were arrived at in particular situations. Case studies help in developing decision making skills.
   - **Seminars**
     A trainee presents a paper on particular topic. Copies of this document are circulated among the participants and it is discussed. The participants are able to earn about the topic through discussion.
   - **Role Playing**
     Here the trainees are required to play the role of supervisor. A problem or work situations are given which they are expected to tackle in that role.

**Research Design**
The Researcher has used descriptive research design for conducting the research. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or group. Studies are concerned with specific predictions and with narration of the facts and also with characteristics that are concerning individuals, groups or any situations are all examples of descriptive research studies. Here the researcher intends to describe the situations where the store image attributes...
influence the consumer purchasing of the grocery product which ends up in satisfaction and loyalty.

DATA COLLECTION
Primary Data
The researcher will use both primary and secondary data. Data collected from preliminary/first-hand experience is known as primary data.

Primary data in this research are concerned with the survey instrument which was having four sections of questions namely demographic profile and store image attributes, consumer satisfaction scale and loyalty scale.

Sampling Size
Sample size of 200 respondents are selected and the questionnaires were distributed. Out which only 120 were selected and taken for consideration.

Scaling Technique
Nominal scale is simply a system of assigning number symbols to events in order to label them. Nominal scales provide convenient ways of keeping track of people, objects and events. This scale is used for the demographic section of the questionnaire where the questions are categorised variables.

Likert’s Scale
In Likert’s scale, the respondent is asked to respond to each of the statements in terms of five degrees of agreement or disagreement. At one extreme of the scale, there is a strong agreement with given statement and at the other, strong disagreement, and between them there are immediate points. Five-point Likert scales are used for all dimensions except demographic profile which consists of its own choice.

Secondary Data
Secondary data were collected using journals, textbooks, web sites, unpublished research thesis and Published Ph.D. thesis. Both primary source and secondary source of information are used.

Primary Source
All the information is collected from personal contact and discussion by using Questionnaire method.

Type of Data
Primary.

Data Collection Method
Questionnaire.

Tools for Data Analysis
- Chi square
- ANOVA
- Correlation
- Multiple regression analysis

Interpretation
It is very clear from the above table that out 120 people participated in the research, the majority were males, 76, and females were 44.

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Present</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>76</td>
<td>62.8</td>
<td>63.3</td>
<td>63.3</td>
</tr>
<tr>
<td>Female</td>
<td>44</td>
<td>36.4</td>
<td>36.7</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>99.2</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

INTERPRETATION
From the above table, it is clear that out of 120 people who participated in study that 7 members were below 30 years, 26 members belong to the category of 30-35, 45 members were coming under the age of 35-40, 28 members are in the category of 40-45 years old, and 14 members are in the age group of 45-50 years old, cumulative is 88.3.

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>%</th>
<th>Valid Percent</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person Chi-square</td>
<td>25.523</td>
<td>12.0</td>
<td>12.0</td>
<td>12.0</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>31.075</td>
<td>12.0</td>
<td>12.0</td>
<td>24.0</td>
</tr>
<tr>
<td>Linear by linear Association</td>
<td>4.921</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>No. of Valid Cases</td>
<td>120</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Qualification** Training Enhance Skills, Confidence, Competency Working Ability and Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>Person Chi-square</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
</tr>
<tr>
<td>Linear by linear Association</td>
</tr>
</tbody>
</table>

Interpretation
It is observed in the above table that the Pearson Chi-square value obtained is 0.013 (Typically below 0.50) indicates that there is a relationship between the two variables; qualification and training enhance skills, confidence, competency, working ability and productivity. All the above results obtained by comparing the variables meet the condition that the low significance value is below 0.50.
Adequate supply of staffs that are technically and socially competent 

ANOVA is used to find out the difference between different Variables of the Samples Selected.

**Interpretation**

From the above table, it is inferred that in one way ANOVA, the total variation is partitioned into two components. Here the two variables have significance. Significance indicates the significance level of the F-test. Small significance value <0.05 indicates differences, it is inferred that the significance level is observed to be less than 0.05.

<table>
<thead>
<tr>
<th>MODEL</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.574(a)</td>
<td>.330</td>
<td>.160</td>
<td>1.16386</td>
</tr>
</tbody>
</table>

**Findings**

Over 90% of employees opined that training is a must in a BPO organisation because they realised that training is the best way to achieve growth. The data analysis and interpretation done using the samples gives the results that training increases the business growth or organisations. From all the tests conducted, it is very clear that the organisational success depends upon training as the variables related are significant. When an employee is trained effectively, working ability, confidence, skills get improved. Communication skills, soft skills, role play helped the employees in BPO to establish a customer friendly relationship. Thus, when the employees transfer the skills learned from training into actual job, it produces a good outcome.

The strategies followed by the training system are role play, communication skills, soft skills, on-the-job training methods, off-the-job training methods. This strategies helped the employees of the BPO to improve their career and thereby the growth of the organisations. Results obtained clearly shows employees prefer on-the-job training strategy and all the strategies followed by the BPOs improve their career as well as success of the firm.

Over 90% employees are influenced towards existing training system as the training system improves their skills, confidence and ability to work thereby improving them. The existing training system also provides rewards and promotions which self-motivates the employees to do their work effectively. They get motivated and they transfer the skills learned from training into the actual job and the result is growth of the employee and organisations.

The study also finds out that majority of the employees have the opinion that training increases productivity and they also stated that the training programs help to increase their performance as well as the stability and flexibility of the firm. The results obtained from data analysis indicate that the training results in employee development and fulfilling skills which results in growth. Training has significant impact on growth of BPOs since it ensures adequate supply of staff that are technically and socially competent.

Majority of employees stated that compensation system has a foremost impact on training and newly trained employees get motivated when they get rewards.

**Benefits of Training Obtained from Results of Data Analysis:**

**To the Organisation**

- Develops knowledge and skill at all levels of the organisation and thereby increases profit.
- Improves the morale of the work force.
- Creates a better corporate image.
- Helps employees to adjust to the changes.
- Aids in developing for promotion from within.

**To the Individuals**

- It develops self-development and self-confidence for individuals.
- It helps the person to handle the stress, tension, frustration and conflicts.
- It helps job satisfaction and recognition.
- It helps in eliminating fear in attempting new tasks.

**Conclusion**

The aim of this study has been the impact of training on business growth, employee performance in BPO sector in Cochin. The fundamental hypothesis states that there is positive effect of training on business growth and employee performance. Questionnaires are prepared and data is collected from the employees of business process outsourcing in Cochin. The analysis of the data showed that there is a strong positive impact of training in business growth of the organisations as well as in performance of employees.

Majority of employees opined that training is a key element for achieving growth. Results indicate that training improves both individual and organisation. It helps to reconcile the gap between what should happen and what is happening, between desired targets or standards and actual levels of performance of work. If there is slight fall in...
employee performance of potential performance, this can be solved by proper training. Training is one of the major part in human resource management which overcomes the deficiencies in employee performance. Although the study looked into the role and impact of training on business growth and employee performance in BPO sector, nevertheless it can also be implemented in other sectors as well.

Training strategies used such as role play, developing communication skills, soft skills, working ability finally resulted in worker performance and productivity in organisations. Most of the employees prefer on-the-job training method. When an employee transfers the skills learned from training to actual job, it gives a fruitful result. Training ensures an adequate supply of staff that is technically and socially competent and capable of being developed into specialists for the relevant department or management positions. A trainee after industry training is likely to be 5-20% more productive than they would have otherwise have been. Thus, all this indicates that success of an organisation depends to an extent on investment in training.

Suggestions
- The employees are interested in more training programs.
- Focus should be given for the effectiveness of training.
- While designing training programs, the management has to take into account the abilities of the trainees and how they will be able to cope with these training programs.
- The company should be more realistic in identifying training needs and imparting of training to the employees.
- Longterm plans of the company should be considered when training activities are being carried on in the company.

Most of the employees feel that audio visual aids are better than any other kinds of media. Hence audio visual aids should be added in training programs.

Feedback should be collected from each trained employee. This helps the management to analyse the training effectiveness and make necessary improvements in the next training program.

Benefits of Training - From Results of Data Analysis

To the Organisations
- Develops knowledge and skill at all levels of the organisation and thereby increases profit.
- Improves the morale of the work force.
- Creates a better corporate image.
- Helps employees to adjust to the changes.
- Aids in developing for promotion from within.

Benefits to the Individual
- Develops self-development and self-confidence in employees.
- Helps the person to handle the stress, tension, frustration, and conflicts.
- Job satisfaction and recognition will be increased.
- Helps in eliminating fear in attempting new tasks.

Questionnaire
1. Gender. (a) Male (b) Female.
2. Age below 30, 30-35, 35-40, 45-50 and Above 50 years.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Strongly Dis-agree</th>
<th>Dis-agree</th>
<th>Neither Agree nor dis-agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training develops managerial skills which increases the business growth</td>
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<tr>
<td>Training results in employee development and self-fulfilling skills which results in decreased operational cost and liabilities and thereby increases productivity</td>
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<tr>
<td>Training has significant impact on the growth of the firm</td>
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<tr>
<td>Training is necessary to ensure adequate supply of staff that is technically and socially competent and capable of career</td>
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<td>Development and growth</td>
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<td>Training is heavily influenced by the intensification of competition and relative success of organisations.</td>
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<tr>
<td>Training is required by the employees to sufficiently execute a task or job and to improve performance in the job environment.</td>
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<tr>
<td>Training enhances skills, confidence, competence, work ability and ultimately worker performance and productivity in organisations.</td>
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<tr>
<td>On-the-job training has significant effect on the organisational performance</td>
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<tr>
<td>The design of the training should be according to the needs of the employees.</td>
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<tr>
<td>Organisational success depends on considerable and continuous investment in training</td>
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<tr>
<td>Training strategies such as communication skills and soft skills are effective in organisation growth.</td>
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<tr>
<td>Mentoring and coaching workforce significantly enhances earnings.</td>
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<tr>
<td>Regular Role playing training programs helps employees to address customer situations.</td>
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<tr>
<td>Off-the-job training is the best method for training employees to achieve employee development and business growth.</td>
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<td>Organisations compensation system has for most impact on training</td>
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<tr>
<td>Newly trained employees get self-</td>
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</table>
motivated when they get meaningful rewards from organisations

Employee performance is increased efficiently when skills and knowledge acquired during training are transferred to the actual job

Training increases the level of individual and organisational competency

Training programs should be linked with employees promotions so that these programs help increase employee motivation which ultimately results in high performance

Training develops skills and confidence of employees

Overall satisfaction

REFERENCES