

Training Characteristics And Its Dimensions In BPO Industry

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Abstract: The paper examines the various training characteristics prevailing in BPO industry in Chennai. A sample of 440 respondents has been taken for the study. Descriptive statistics such as mean, standard deviation, ANOVA, Paired t-test, Correlation and Multiple Regression have been applied to analyse the data. The study has revealed that the firm should concentrate on providing quality inputs through refresher training, so that effectiveness of training will be good and enable the employees to achieve their performance targets. Training characteristics are imperative for employee retention. Effective training communicates the overall strategy so that every person in the organisation understands his role. This enables the employees to have an acquaintance towards the organisation. In turn, the organisation retains the loyal employees and produce maximum results.

Keywords: Training Characteristics

I. INTRODUCTION

Nowadays organizations realize that if the employees undergo continuous learning and development training, it will help the organization to achieve its goals and lead to success. In the competitive business world, all the companies have to think about training their human resource to survive and to face a healthy competition prevailing in various firms. Training helps to develop knowledge, skills and even change an individual's attitude. Almost all the firms are very much focused in imparting knowledge to their employees, and promoting their internal talent by giving training to them. Training is important as it enables the employees to enhance their abilities, develop skills, knowledge and drive them to success in their process. The idea of personal development leads to beliefs, values, wisdom, compassion, emotional maturity, ethics, integrity – and the most important of all, to help others to identify, aspire to achieve and to fulfill their own unique individual personal potential.

A. STATEMENT OF PROBLEM

Employee retention is a volunteer move by organizations to create an environment which engages employees over a period of time. Training characteristics have a great impact on attrition rate as any dissatisfying factors experienced by

employees have a direct impact on attrition and hence, work atmosphere and training plays a vital role in any organisation. Hence this study focuses on Training characteristics prevailing in an organisation.

B. SCOPE OF THE STUDY

Due to the severe competition prevailing in BPO industry, organizations have to concentrate more on productivity. Most of the employees are not completely trained to perform their given task. As a result of this, the employee over a period of time fails to perform, gets de-motivated and ultimately moves out of the organisation. This study focuses on the training characteristics prevailing in BPO industry which make the employees to perform better and the organisation can retain those employees for a long period.

C. OBJECTIVE OF THE STUDY

The study has focused on the following objective:

- ✓ To study the training characteristics and its dimensions.

D. RESEARCH METHODOLOGY

a. PERIOD AND AREA OF THE STUDY

The period considered for the study has been 2015-2016. The study is pertaining to Chennai City only.

b. SAMPLE SIZE AND SAMPLING METHOD

For the purpose of determination of sample size, Taro Yamani method has been employed and random sampling method has been adopted for the selection of respondents in this study.

The Sample size arrived at is 440 and the respondents are randomly selected from the popular BPO firms in Chennai city.

c. DATA AND DATA SOURCES

The study is mainly based on primary data. A pilot study has been conducted and the primary data have been collected from 100 respondents. The results of the pilot study have necessitated certain changes for the final structuring of the Questionnaire meant for 440 respondents chosen, from the top BPOs in Chennai city such as Cognizant, Tata Consultancy Services, Accenture PLC and Hindustan Computer technologies limited. Necessary secondary data have been collected from the journals, magazines and websites.

d. STATISTICAL TOOLS USED

- ✓ Descriptive Statistics: Mean and Standard Deviation
- ✓ Statistical tests: ANOVA, Paired t-test, Correlation and Multiple Regression.

E. HYPOTHESIS

For the purpose of study the following null hypothesis has been framed.

- ✓ Training effectiveness is independent of organizational characteristics, employees' attitude for training and types of training.

F. SIGNIFICANCE OF THE STUDY

The results of this study would be of immense help to identify the dimensions of training characteristics in BPO industry.

The objective of the study deals with different aspects viz.,

G. TRAINING CHARACTERISTICS

Training characteristics have a specific number of statements with five point scale for ratings by the respondents. The ratings have been assigned as 5 for "strongly agree", 4 for "agree", 3 for "neutral", 2 for "disagree", and 1 for "strongly disagree". The minimum score is assigned as 1 and the maximum score is assigned as 5. High score indicates more weightage to the training characteristics. It indicates positive

attitude of the respondents towards the Organization. Thus, overall score for training characteristics is computed and taken for further analysis under various headings namely new hire training, refresher training, and effectiveness of training programme. The training characteristics of BPO organization have been analysed with personal factors, namely, gender, age, educational level, salary and languages known and the job related factors, namely, designation, area of work, shift and duration in present organization.

New Hire Training	N	Min.	Max.	Mean	S.D
Induction training is a well planned exercise in the organization	440	1.00	5.00	3.9250	.80506
Training environment is good	440	1.00	5.00	3.9841	.82513
Training room has been equipped with all required resources required for training	440	1.00	5.00	3.9977	.77987
Job aids are available on the job to support what employees have learnt in training	440	1.00	5.00	3.6659	.83474

Source: Primary Data

Table 1.1: Training Characteristics – New Hire Training- Descriptive Statistics

Refresher Training	N	Min.	Max.	Mean	S.D
Training involves Ice breaker sessions	440	1.00	5.00	3.6000	.85324
Cross training is done efficiently	440	1.00	5.00	3.6386	.81493
Real time scenarios and case studies have been included as a part of training	440	1.00	5.00	3.5523	.93623
On the job training method is more effective	440	1.00	5.00	3.7250	.80109
Off the job training method is more effective	440	1.00	5.00	3.3114	.90348

Source: Primary data

Table 1.2: Refresher Training -Descriptive Statistics

Impact of Training Programmes	N	Min.	Max.	Mean	S.D
I have gained Confidence building	440	1.00	5.00	3.8477	.73444
I am able to develop skills	440	1.00	5.00	3.6659	.84018
I have learnt Excellent Communication Skills	440	1.00	5.00	3.6227	.89465
There is an opportunity to develop my Marketing Skills	440	1.00	5.00	3.2727	1.02505
Opportunity for personal growth and development in my job position.	440	1.00	5.00	3.6091	.94105

Source: Primary data

Table 1.3: Effectiveness of Training Programmes -Descriptive Statistics

The table depicts the mean score to be more than 3.5 revealing the employees' agreeability for the the statements which shown in the table. And concluded that to build

confidence level followed to develop skills in an employee, and return to achieve the corporate goal, the organization has to conduct various training programmes for their employees.

H. ANOVA AND PAIRED T-TEST

The analysis is preceded with the 3 factors of Training characteristics identified, namely: New Hire Training, Refresher Training and Effectiveness of Training Programmes. ANOVA and t-test have been employed separately to test the difference between personal factors and Training characteristics (3 factors) and between Job factors and the Training characteristics (3 factors)

Ho “The average score of New Hire Training, Refresher Training and Effectiveness of Training Programmes do not vary significantly among the employees for the selected personal factors”.

program mes		4					
Age Profile	18-20 years	42.95	7.48	40			
	21-25 years	42.15	6.72	272			
	Above 25 years	43.63	7.84	128	1.908		Ns
Salary	Less than 10000	40.58	7.11	31			
	10000 - 15000	41	6.41	156			
	15001 - 20000	43.24	7.31	103			
	20001 - 25000	43.59	6.26	73			
	Above 25000	45.18	8.2	77	5.89		**
	TOTAL	42.66	7.15	440			

Source- Computed ** significant at 1% level Ns: Not significant

Table 1.4

The table 1.4 shows that with respect to the age profile, there is no significant difference in the mean score of New hire training, Refresher training and Effectiveness of training programmes. Hence, the null hypothesis is accepted for the above factors. In respect of salary, there is no significant difference in the mean score of New hire training. Hence, the null hypothesis is accepted for the above factor. However, with regard to salary, there is a significant difference in the score of Refresher training and Effectiveness of training programme at 1 per cent level and thereby, the null hypothesis is rejected. The paired t-test result shows there is no significant difference in the mean score for the above mentioned factors.

For this purpose of analysis, the job related factors, namely, designation, area of work, shift in organization and duration in the present organization are considered and compared with the training characteristics.

Ho “The average score of New Hire Training, Refresher Training and Effectiveness of Training Programmes do not vary significantly among the employees for the selected job factors”.

Training Characteristics	Personal factors	Groups	Mean	S.D	No	T	F	Sig.
New hire training	Gender Profile	Male	52.75	7.68	244	0.160		Ns
		Female	52.64	7.43	196			
	Age Profile	18-20 years	52	7.02	40	0.847		Ns
		21-25 years	53.07	7.42	272			
		Above 25 years	52.14	8	128			
	Salary	Less than 10000	48.87	8.41	31	2.174		Ns
		10000 - 15000	52.96	7.09	156			
		15001 - 20000	52.93	6.78	103			
		20001 - 25000	53.14	7.14	73			
		Above 25000	53	9.11	77			
TOTAL		52.7	7.56	440				
Refresher training	Gender Profile	Male	45.29	7.82	244	0.255		Ns
		Female	45.48	7.95	196			
	Age Profile	18-20 years	45.88	8.92	40	0.258		Ns
		21-25 years	45.17	7.38	272			
		Above 25 years	45.66	8.55	128			
	Salary	Less than 10000	44	6.97	31	3.517		**
		10000 - 15000	43.97	7.22	156			
		15001 - 20000	45.69	7.76	103			
		20001 - 25000	45.96	7.77	73			
		Above 25000	47.79	9.13	77			
TOTAL		45.37	7.87	440				
Effectiveness of training	Gender Profile	Male	42.35	7.07	244	0.997		Ns
		Female	43.0	7.23	196			

Training Characteristics	Job Factors	Groups	Mean	S.D	No	T	F	Sig.
New hire training	Designation	Process Analyst	52.92	7.25	252	0.656		Ns
		Senior Process Analyst	52.9	7.61	98			
		Team Leader	51.76	8.93	46			
		Supervisor	53.73	8.87	15			
		Manager	51.07	7.15	29			
	Area of work	Financial Accounting	51.53	7.94	73	1.488		Ns
		Customer Services	53.13	8.03	234			
		Procurement	51.83	5.01	12			
		Human Resource	55.29	7.01	21			
		Applications Process	52.69	5.92	74			
Duration in the	Less than 6 months	Others	50.46	7.15	26	2.328		Ns
		Others	54.17	8.62	95			

	present organisation	6months-1 year	51.25	7.41	76			
		1-2 years	53.05	6.68	153			
	3-5 years	52.34	7.15	99				
	More than 5 years	49.94	10.17	17				
	TOTAL	52.7	7.56	440				
Refresher training	Designation	Process Analyst	44.77	7.63	252	0.878	Ns	
		Senior Process Analyst	46.26	8.2	98			
		Team Leader	46.24	7.88	46			
		Supervisor	45.8	9.48	15			
		Manager	46.03	8.02	29			
	Area of work	Financial Accounting	43.79	6.55	73	1.141	Ns	
		Customer Services	45.71	8.25	234			
		Procurement	46	7.1	12			
		Human Resource	47.86	6.06	21			
		Applications Process	45.3	7.09	74			
		Others	44.73	10.9	26			
	Duration in the present organisation	Less than 6 months	48.81	8.38	95	6.637	**	
		6months-1 year	43.36	9.23	76			
		1-2 years	44.97	5.77	153			
		3-5 years	44.45	8.01	99			
More than 5 years		44.18	9.05	17				
	TOTAL	45.37	7.87	440				
Effectiveness of Training Programmes	Designation	Process Analyst	41.8	6.93	252	2.997	*	
		Senior Process Analyst	44.2	7.47	98			
		Team Leader	43.04	7.77	46			
		Supervisor	46.07	5.26	15			
		Manager	42.48	6.62	29			
	Area of work	Financial Accounting	41.37	6.02	73	2.244	*	
		Customer Services	42.36	7.65	234			
		Procurement	43.5	5.18	12			
		Human Resource	46.62	6.16	21			
		Applications Process	42.99	6.04	74			
		Others	44.38	8.7	26			
	Duration in the present organisation	Less than 6 months	44.81	7.86	95	3.439	**	
		6months-1 year	41.05	7.76	76			
		1-2 years	42.14	5.87	153			
		3-5 years	42.75	7.01	99			
More than 5 years		41.94	9.15	17				
	TOTAL	42.66	7.15	440				

Source- Computed ** significant at 1% level, * significant at 5% level Ns: Not significant

Table 1.5: Job Factors – Training characteristics

The table 1.5 reveals that with respect to the designation, area of work and duration in the present organisation there is no significant difference in the mean score of new hire training. Hence, the null hypothesis is accepted for the above factors. In respect of designation and area of work, there is no significant difference in the mean score of Refresher training. Hence, the null hypothesis is accepted for the above factors. But with respect to duration in the present organisation there is a significant difference in the mean score of Refresher training and Effectiveness of training programmes at 5 per cent level. Hence, the null hypothesis is rejected. However, with regard to designation and area of work there is a significant difference in the mean score of Effectiveness of training programme at 1 per cent level and thereby, the null hypothesis is rejected.

I. CORRELATION

The analysis is preceded with the Nine factors of organizational characteristics identified, namely: Monetary benefits, conducive working atmosphere, distribution of work, personal growth opportunities, and job expectation, participative management, unfair working conditions and recognition of work.

Correlation has been employed between organisational characteristics, namely, monetary benefits, conducive working environment, distribution of work, personal growth opportunities, job expectation, participative management, unfair working conditions, recognition of work, peer relationship and training characteristics namely, new hire training, refresher training and effectiveness of training score. Correlation has been applied to find the degree of relationship between organisational characteristic factors and the training characteristic factors.

Training Characteristics / Organisational Characteristics	New Hire Training Score	Refresher Training Score	Impact (Effectiveness) of training score
Monetary benefits	0.518**	0.444**	0.455**
Conducive working atmosphere	0.434**	0.590**	0.627**
Distribution of work	0.437**	0.630**	0.628**
Personal Growth Opportunities	0.263**	0.467**	0.546**
Job expectation	0.405**	0.470**	0.554**
Participative Management	0.443**	0.354**	0.454**
Unfair working conditions	-0.097*	-0.124**	-0.142**
Recognition of work	0.257**	0.401**	0.457**
Peer relationship	0.309**	0.313**	0.345**

**Correlation is significant at the 0.01 level, *Correlation is significant at the 0.05 level.

Table 1.6: Correlation – Organisational Characteristics and Training Characteristics

It is seen from the table that all the factors of organisational characteristics except unfair working conditions, are positively correlated with all the factors of training characteristics.

The correlation results show that when the perception on organisational characteristics and its factors improves, the perception of the respondents regarding training characteristic factors also improves. The results further show that if unfair working conditions increase, then, the training characteristic

scores will decrease to a certain extent, leading to unsatisfactory work, with its own serious consequences.

J. EFFECTIVENESS OF TRAINING: REGRESSION ANALYSIS

The effectiveness of training influenced by several predictor (independent) variables, namely, age, gender, salary of personal factors and monetary benefits, conducive working atmosphere, personal growth opportunities of organisational characteristics and different perception scores about new hire training, refresher training and training methodology have been studied using multiple regression analysis. Out of the variables have been identified which have to be included in the model. Stepwise multiple regression analysis has been used to select the appropriate variables to be included in the model.

Effectiveness of training score has been taken as the dependent variable representing the effectiveness of training.

Multiple Regression is mainly building an equation wherein the predictor variables' coefficients are found out. The general Multiple Regression equation is of the form,

$Y = a_0 + a_1X_1 + a_2X_2 + \dots + a_nX_n$ where Y, the dependent variable

a_0 , constant

a_1, a_2, \dots, a_n are the regression coefficients for the independent variables X_1, X_2, \dots, X_n respectively.

II. REGRESSION ANALYSIS

Independent variables	Regression Coefficients (B)	Std. Error	Beta	t	Sig.
(Constant)	-3.443	1.570			
Refresher training	.448	.034	.494	13.015	**
Job expectation	.280	.126	.075	2.212	*
Personal Growth Opportunities	.267	.073	.120	3.673	**
New Hire Training	.128	.034	.136	3.750	**
Recognition of work	.514	.153	.097	3.362	**
Distribution of work	.212	.075	.099	2.841	**
Duration in the present organization	.359	.158	.058	2.275	*

Source: Computed * significant at 5% level ** significant at 1% level

Table 1.7: Dependent Variable: Effectiveness of Training Score

R	R Square	F	Sig.
.860	.740	153.265	**

Source: Computed ** significant at 1% level

Multiple R is the multiple correlation coefficient of dependent variable with the group of independent variables included in the analysis. The R value indicates that a very good correlation (0.860) exists between the dependent variable (Effectiveness of Training Score) and the set of independent variables. R square which, when expressed in percentage, explains that 74% of the variation in the effectiveness of training score is due to the 8 predictor variables in the equation. The F-value is 153.265. The F-statistic, calculated for R, used to find whether R value is significant or not. The

associated significance level ($P < 0.01$) tells us that R is fairly significant at 1% level.

From the regression table, it is seen that all the 7 predictor variables have significant effect on training effectiveness score either at 5% or 1 % level. Individually, among the nine organisational characteristics, 4 factors namely, job expectation, personal growth opportunities, recognition of work and distribution of work have positive influence on the training effectiveness score. That is, those who have increased perception level of these factor scores have also scored higher on training effectiveness score.

Among the training characteristics factors, 2 factors, namely, refresher training and new hire training have been included in the model as the significant predictors of training effectiveness score. These factors also have positive effect on the dependent variable.

Among the personal variables, only one variable namely, experience in this company has been found to have significant positive effect on dependent variable.

It is seen that, refresher training is more influential on the training effectiveness score compared to other variables. The next most contributing variable is new hire training, followed by personal growth opportunities score. Experience in this company is the least contributing variable to effectiveness of training score.

CONCLUSION

To conclude it is found that among the various training characteristics, refresher training has influenced the training effectiveness followed by new hire training and personal growth opportunities. Personal profile and job profile have no impact towards effectiveness of training. The firm should concentrate on providing quality inputs through refresher training, so that effectiveness of training will be good and will enable the employees to achieve their performance targets.

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