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# Indian Streams Research Journal



## A STUDY ON FACTORS INFLUENCING TRAINING EFFECTIVENESS AT BPO COMPANIES IN THE BANGALORE CITY



**S. Sabeena Sharon**

Assistant Professor , New Horizon College , Marathalli , Bangalore.



### ABSTRACT

Training is one of the most important functions of human resources. Every company conducts training to its new recruits and also to the existing employees depending on the need. Training is imparting skills and knowledge required to perform a particular task. Organizations invest a lot of time and money into this function of human resources. Transfer of learning is critical to recognizing a positive rate of return, but many companies fail to realize most of the influencing factors are out of the learner's control. This research study aims to identify the influential factors like ice breaking sessions, design of the training program and the environment of positive learning on training effectiveness across

various BPO in Bangalore city.

**KEYWORDS :** Training, Effectiveness, Ice breaking, Environment of positive learning, Business process outsourcing.

### STATEMENT OF PROBLEM:

Training is perhaps the most important HR function, for it enables an organization to build skills, competencies and the right attitude amongst employees.

Training creates a learning atmosphere. It has been noticed that content, duration of training programs, and required infrastructure has an impact on the training. So it is essential to design the training activity that would ensure that they are job oriented and need based, resulting in increased productivity and customer satisfaction.

This study examines the employee attitude towards training, and training environment because employee opinion and positive environment influences perceived utility. The study focuses on

the early sessions and their impact on the effectiveness of the training programs. Employees while framing attitudes find it difficult to differentiate the early sessions and the sessions that follow. Yet designing the early sessions that is ice breaking sessions would have a lasting impact on the training effectiveness. A systematic effort is made here to assess the attitudes of the employees on the early sessions and its impact on the training effectiveness.

#### **NEED FOR STUDY:**

Trained manpower is required at every stage in any organization. Fast advancements of technology are making every sphere of electricity industry more and more sophisticated. Technical knowledge acquired from colleges need to be supplemented with applied engineering skills. These skills are to be regularly updated to cope with the ever processing and rapidly advancing technology. This indicates the importance of training. The people involved will need to be equipped with specific inputs in terms of knowledge, skills, and attitude.

As training is an input into performance, organizations invest huge amount of money in training programs and therefore need to assess the employee opinion on training and influence of positive environment on perceived utility. The studies on positive environment for learning in the training sessions and the impact of ice breaking sessions on the training effectiveness are limited and do not present the Indian employees' view on them. Here lies the rationale for the present study to be undertaken.

#### **OBJECTIVES OF THE STUDY:**

- To assess the environment of positive learning.
- To study the impact of ice breaking session.

#### **HYPOTHESIS:**

H1: Employee opinion on the environment of positive learning influences perceived utility of the current training program.

H2: Employee opinion on design influences perceived utility of the current training program.

#### **SCOPE OF STUDY:**

The study is aimed at comprehending employee opinion on content, design and their assessment on the influence of positive environment and ice breaking sessions during the training sessions on perceived utility of the training sessions. The study is confined to BPO companies in Bangalore.

#### **Sources of Data:**

##### **Primary Data:**

Information is gathered by administering questionnaires.

##### **Secondary Data:**

Information is collected through various websites and articles.

#### **Research Methodology:**

The method of study explains the systematic way of compiling the findings to predetermined objectives. More over this provides a clear path to accomplish and achieve clear solutions for the

problem stated.

#### **Research Design:**

The research design in the study is descriptive in nature.

#### **Sample Design:**

The researcher has used convenience sampling.

#### **Sample Size:**

174 employees across various Business process outsourcing firms in Bangalore city.

#### **Data Analysis Tools:**

For data analysis, statistical tools are simple percentage method and chi-square tests were used.

#### **Limitations of the study:**

1. The period of study, having been very short.
2. Disinterest of the employees towards the study lead to some limitations and is might have resulted in respondent bias.

#### **Theoretical Background :**

Training and development of people is one of the fundamental operative functions of HR Department. According to a Chinese Scholar "If you wish to plan for a year sow seeds, if you wish to plan for ten years plant trees, if you wish to plan for life time develop man" This statement highlights the importance of training man. Employee training is the process where people learn the skills, knowledge, attitude and behavior needed in order to perform their job effectively. To be more precise effective and systematic training may be defined as planning to give people chance to learn to achieve the results that job demands. From this definition of training, it is clear that there are five main areas in which training can operate. These areas are discussed as under:

- + Knowledge: We can impart knowledge. Thereby we help the trainee to learn, understand, and remember facts, information and principles.
- + Skills: A skill is a physical act or action. Examples are shorthand writing, operating on adding machine, playing a trumpet.
- + Techniques: A technique usually involves the application of a method in a dynamic situation using both knowledge and skill. It is a way of behaviour or thinking. Driving a car, commanding troops in battle, salesmanship are examples of techniques.
- + Attitude: This is a very wide subject on which much has been written and wide-ranging opinions are held.
- + Experience: Clearly experience differs from knowledge, skill, techniques and attitude, in that it cannot be taught in the class room. It is the result of practicing the use of knowledge, skills and techniques over a period of time and often in a number of different situations. One of the training officers' tasks is to arrange experience of trainees on an organized basis. Frequently this is achieved by means of job rotation and some time by exchanges between companies.

### Training Administration

Having planned the training program properly, you must now administer the training to the selected employees. It is important to follow through to make sure the goals are being met. Questions to consider before training begins include:

- Location.
- Facilities.
- Accessibility.
- Comfort.
- Equipment.
- Timing.

Careful attention to these operational details will contribute to the success of the training program.

### An effective training program administrator should follow these steps:

- Define the organizational objectives.
- Determine the needs of the training program.
- Define training goals.
- Develop training methods.
- Decide whom to train.
- Decide who should do the training.
- Administer the training.
- Evaluate the training program.

Following these steps will help an administrator develop an effective training program to ensure that the firm keeps qualified employees who are productive, happy workers. This will contribute positively to the bottom line.

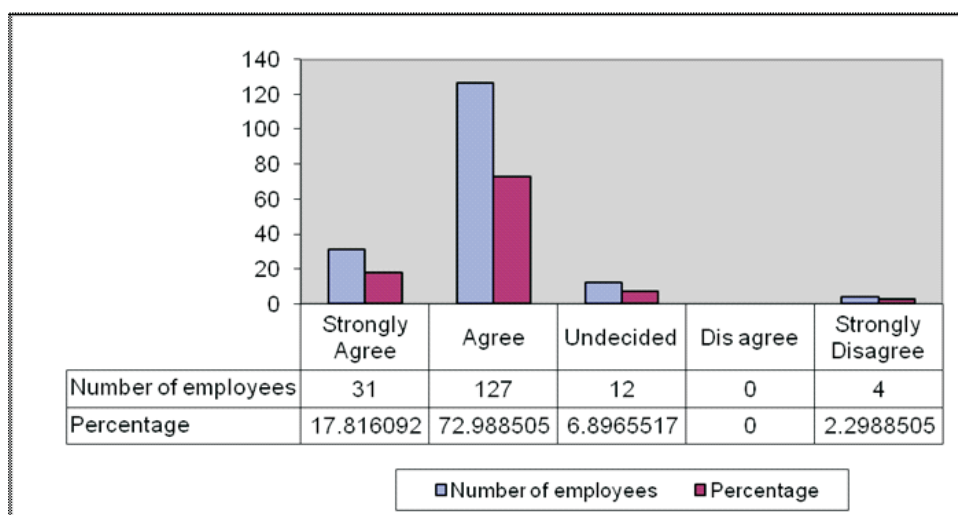
### MAJOR FINDINGS:

#### 1. The training program is interesting.

TABLE

S.no	Opinion	Number of employees	Percentage
1	Strongly Agree	31	17.816092
2	Agree	127	72.988506
3	Undecided	12	6.8965517
4	Dis agree	0	0
5	Strongly Disagree	4	2.2988506
	<b>Total</b>	<b>174</b>	<b>100</b>

Chart



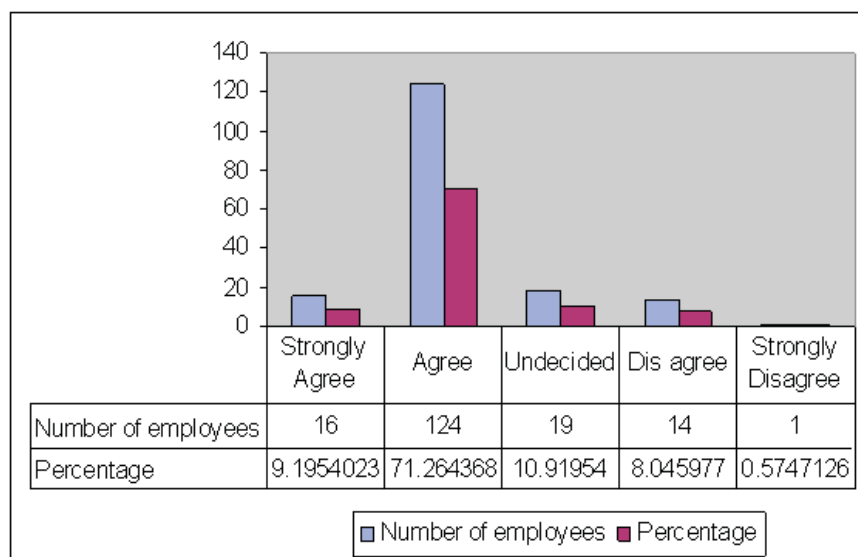
**Interpretation:** From the above analysis it is observed that 18% of employees strongly agree that the training program is interesting 73% of employees agree the statement, 7% of employees unable to decide.3% of them disagreed the statement.

## 2. I am aware of training needs before participating in the training program.

Table

S.no	Opinion	Number of employees	Percentage
1	Strongly Agree	16	9.1954023
2	Agree	124	71.264368
3	Undecided	19	10.91954
4	Dis agree	14	8.045977
5	Strongly Disagree	1	0.5747126
	<b>Total</b>	<b>174</b>	<b>100</b>

Chart



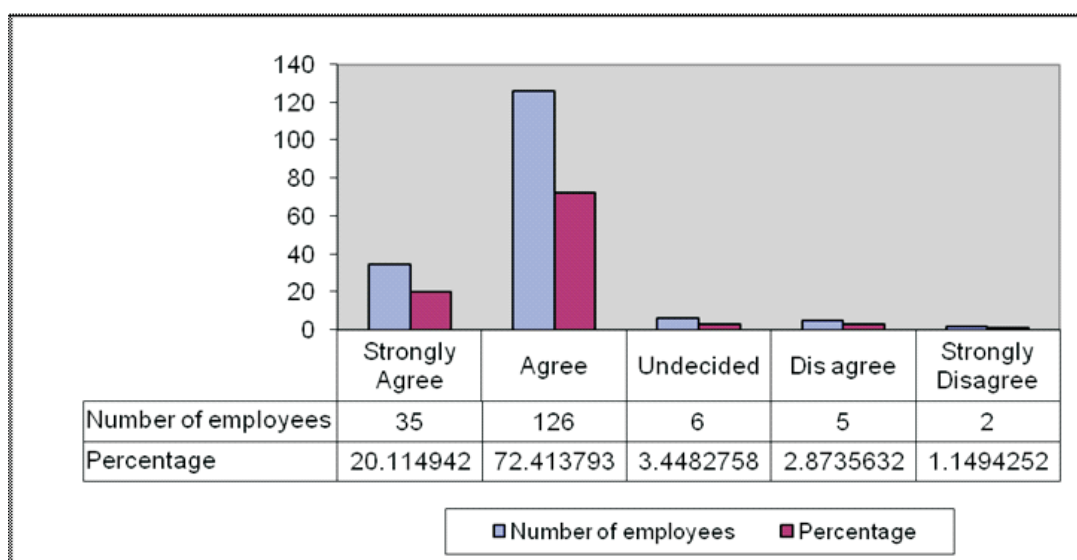
**Interpretation:** Normally in the job specification itself employees can know in which areas they are to be trained. From the above analysis it is observed that 10% of employees strongly agreed that they are aware of training needs before participating in the training program 71% of employees agree the statement, 11% of employees were unable to decide, 9% of employees disagree, 1% of employees strongly disagree the statement.

### 3. There is an open discussion after every session.

**Table**

S.no	Opinion	Number of employees	Percentage
1	Strongly Agree	35	20.114943
2	Agree	126	72.413793
3	Undecided	6	3.4482759
4	Dis agree	5	2.8735632
5	Strongly Disagree	2	1.1494253
	<b>Total</b>	<b>174</b>	<b>100</b>

**Chart**



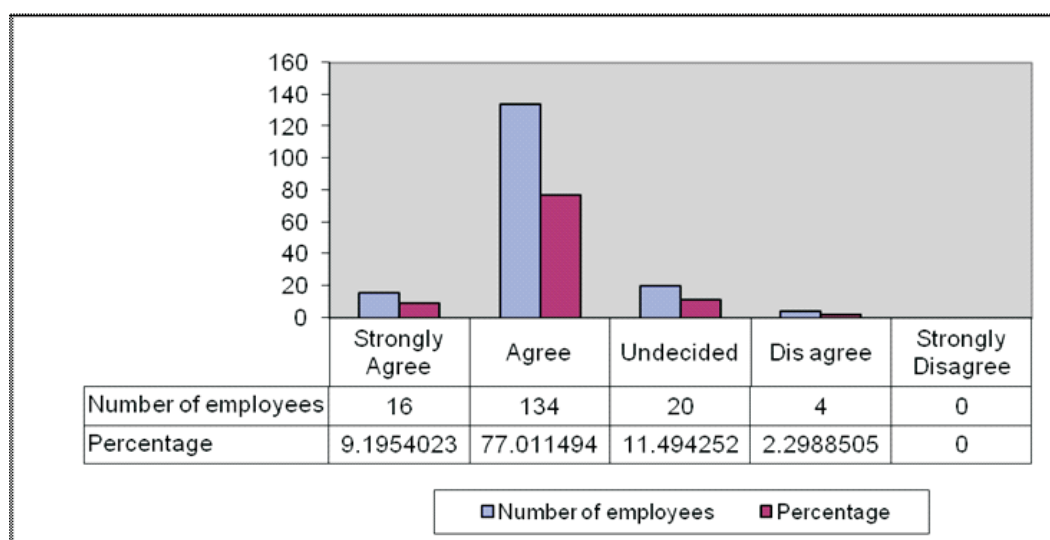
**Interpretation:** Open discussions after every session helps to clarify doubts if any and also helps the trainer to give some live examples. The open discussion after every session also helps to share each other's views on the topic discussed. From the above analysis it is observed that 21% of employees strongly agree that there will be the open discussion after every session, 72% of employees agree, 3% of employees were unable to decide, 2% of employees disagree, 1% of employees strongly disagree the statement.

#### 4. Early sessions of training program helped me to feel comfortable.

Table

S.no	Opinion	Number of employees	Percentage
1	Strongly Agree	16	9.1954023
2	Agree	134	77.011494
3	Undecided	20	11.494253
4	Dis agree	4	2.2988506
5	Strongly Disagree	0	0
	<b>Total</b>	<b>174</b>	<b>100</b>

Chart



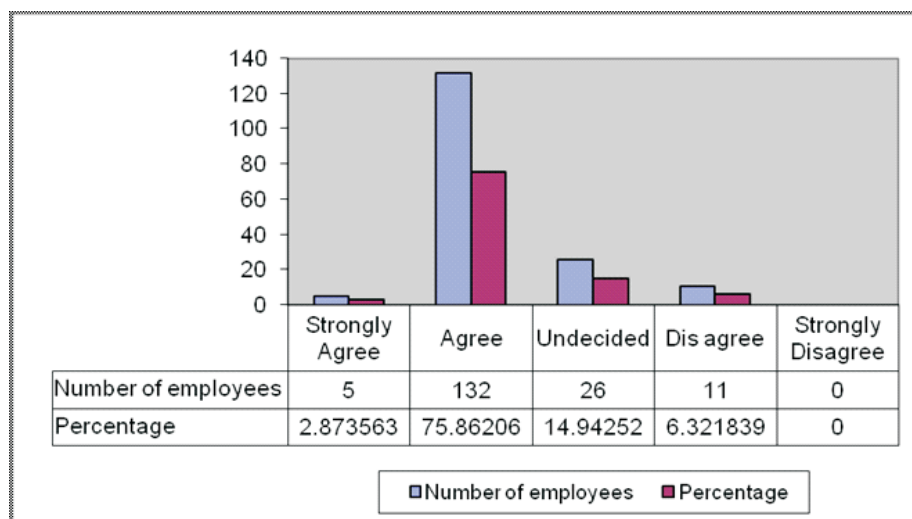
**Interpretation:** The early session is oriented towards increasing the trainers comfort levels. From the above analysis it is observed that 10% of employees strongly agreed the early sessions of training program helped them to feel comfortable. , 77% of employees agreed 12% of employees are unable to decide, 2% of employees disagree the statement.

#### 5. Early sessions of the training program has given time to clarify all the doubts about the training program.

Table

S.No	Opinion	Number of employees	Percentage
1	Strongly Agree	5	2.8735632
2	Agree	132	75.862069
3	Undecided	26	14.942529
4	Dis agree	11	6.3218391
5	Strongly Disagree	0	0
	<b>Total</b>	<b>174</b>	<b>100</b>

Chart



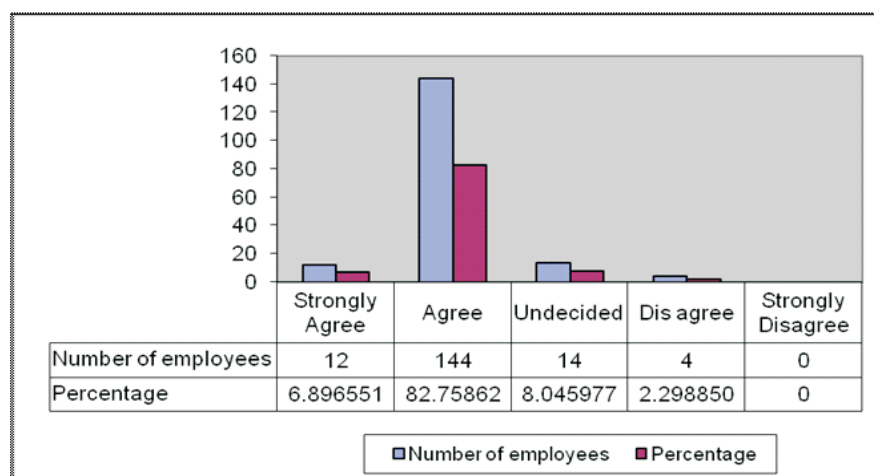
**Interpretation:** From the above analysis it is observed that 3% of employees strongly agreed that the early sessions of the training program has given time to clarify all the doubts about the training program 75% of employees agree, 14% of employees are unable to decide, 6% of employees disagree the statement.

#### 6. Early sessions helped me to know briefly about objectives of training.

Table

S.no	Opinion	Number of employees	Percentage
1	Strongly Agree	12	6.8965517
2	Agree	144	82.758621
3	Undecided	14	8.045977
4	Dis agree	4	2.2988506
5	Strongly Disagree	0	0
	<b>Total</b>	<b>174</b>	<b>100</b>

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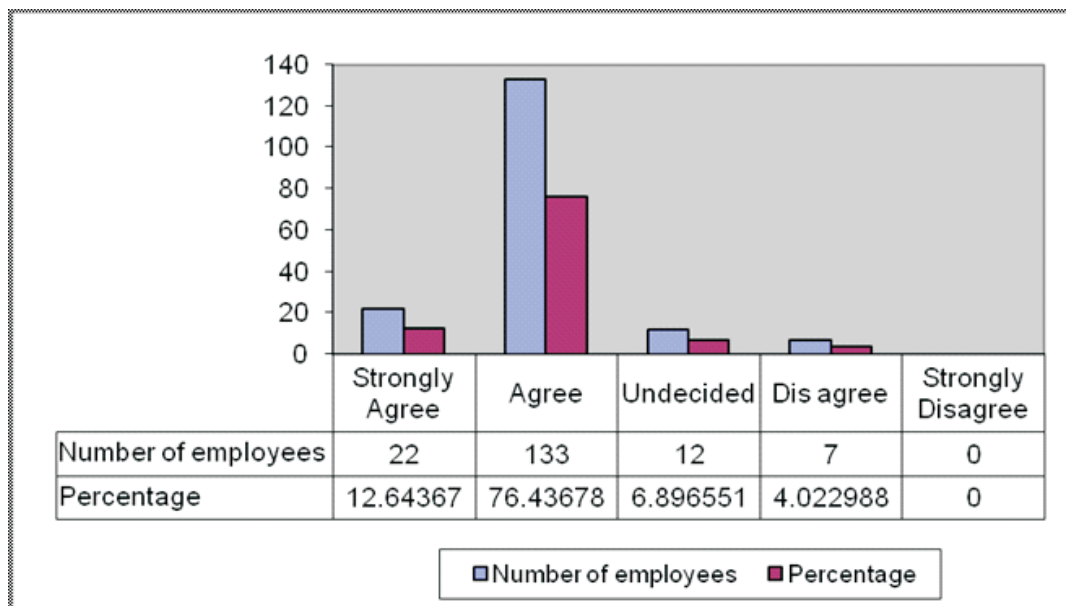
**Interpretation:** From the above analysis it is observed that 7% of employees strongly agree that the early sessions helped employees to know briefly about objectives of training, , 82% of employees agree,8% of employees are unable to decide, 2% of employees disagree the statement.

### 7. Early sessions motivated me to participate enthusiastically in the training program.

**Table**

S.no	Opinion	Number of employees	Percentage
1	Strongly Agree	22	12.643678
2	Agree	133	76.436782
3	Undecided	12	6.8965517
4	Dis agree	7	4.0229885
5	Strongly Disagree	0	0
	<b>Total</b>	<b>174</b>	<b>100</b>

**Chart**



**Interpretation:** From the above analysis it is observed that 13% of employees strongly agreed that the early sessions motivated employee to participate enthusiastically in the training program, 76% of employees agree,6% of employees are unable to decide, 4% of employees disagree the statement.

## TESTING OF HYPOTHESIS

### Hypothesis-1

**Null Hypothesis:**  $H_0$ : Employee opinion on environment of positive learning does not influence perceived utility of training.

**Alternative Hypothesis:**  $H_1$ : Employee opinion on environment of positive learning influence perceived utility of training.

Observed Frequency (Oij)

**TABLE - 1**  
**Perceived utility of training**

	<b>High</b>	<b>Low</b>	<b>Total</b>
<b>High</b>	65	9	74
<b>Low</b>	66	34	100
<b>Total</b>	131	43	<b>174</b>

Expected Frequency (Eij) =  $\frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$

**TABLE - 2**  
**Perceived utility of training**

	<b>High</b>	<b>Low</b>	<b>Total</b>
<b>High</b>	55.712	18.287	74
<b>Low</b>	75.287	24.712	100
<b>Total</b>	131	43	<b>174</b>

Chi-Square Test :  $X^2 = \frac{(O-E)^2}{E}$

**TABLE- 3**  
**Perceived utility of training**

	<b>High</b>	<b>Low</b>	<b>Total</b>
<b>High</b>	1.548	4.716	6.264
<b>Low</b>	1.145	3.490	100
<b>Total</b>	2.693	8.206	<b>10.899</b>

Degree of freedom =  $(r-1)(c-1) = (2-1)(2-1) = 1$

Table Value of  $X^2$  for one degree of freedom at 5% level of significance is 3.841

The calculated value of  $X^2$  is 10.899 which is greater than the table value. So, we accept  $H_1$ , reject  $H_0$ .

**Inference:** It is inferred that employee opinion on environment of positive learning influences

perceived utility of training.

### Hypothesis-2

$H_0$  : Employee opinion on design of the training does not influence perceived utility of training.

$H_1$  : Employee opinion on design of the training influence perceived utility of training.

Observed Frequency: (Oij)

**TABLE - 4**  
**Perceived utility of training**

	High	Low	Total
High	83	19	102
Average	43	15	58
Low	5	9	14
Total	131	43	174

Expected Frequency (Eij) =  $\frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$

**TABLE - 5**  
**Perceived utility of training**

	High	Low	Total
High	76.793	25.206	102
Average	43.666	14.333	58
Low	10.540	3.459	14
Total	131	43	174

Chi-Square Test:  $X^2 = \frac{(O-E)^2}{E}$

**TABLE - 6**  
**Perceived utility of training**

	High	Low	Total
High	0.501	1.527	2.028
Average	0.010	0.031	0.041
Low	2.911	8.876	11.789
Total	3.422	10.434	13.856

Degree of freedom =  $(r-1)(c-1) = (3-1)(2-1) = 2$

Table Value of  $X^2$  for two degree of freedom at 5% level of significance is 5.991

The calculated value of  $X^2$  is 13.856 which is greater than the table value. So, we accept  $H_1$ , reject  $H_0$ .

Inference: It is inferred that employee opinion on design influences perceived utility of training.

### CONCLUSION:

Training is all about performance. The whole purpose of training is to improve the quality of job performance of employees on the job.. The effectiveness of training can be measured by quality of the output delivered by the trainees, and also, by checking the extent of knowledge retention in a more real time scenario based exercises. Periodic feedback from trainees to the trainers, which help them structure the trainer's style of teaching. There are many factors that lead to training effectiveness. Measuring the effectiveness of training is very important as lot of time and money is invested in it. Though the methods of evaluating the effectiveness depend upon the type of training, there are some common elements that influence the training effectiveness. Many organizations often don't realize the importance of early sessions or ice breaking sessions on training effectiveness and also the impact of environment of positive learning on training successfulness.

The study revealed that the environment of positive learning, the design of the training programs and the ice breaking sessions emerged to be stronger and more responsible in making training effective.

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