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## Evaluation of training and development programme: A critical study on the BPO industry in India

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### Abstract

Training and development encompass a wide array of activities, including formal and informal training, job rotation, traditional classroom courses, internal versus external training, induction training for newly hired individuals, and the integration of new organizational rules and technologies, such as e-learning. The training and development function is essential for ensuring that people and groups within the company acquire the necessary skills to fulfil their tasks successfully and efficiently.

Contemporary workplaces need effective communication skills, teamwork proficiency, time management capabilities, adaptability to change, and the capacity to collaborate with individuals from varied cultural backgrounds. This study delineates the many features and functions of Training and Development within the BPO business.

The study provides data on employee training-related aspects' levels of satisfaction. The business can apply the advice provided here to enhance staff performance through training. The training and development programmes in the BPO Industry are a focus of the current study. The study's primary goal is to evaluate the value of the training and development programmes offered by Indian BPO industries.

**Keywords:** Job-rotation, e-learning, communication skills, training and development

### 1. Introduction

Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce. Now a day's training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job experience. Training also has impact on the return on investment. The organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and the organizational performance. So to improve the organizational performance and the employee performance, training is given to the employee of the organization. Thus, the purpose of this study is to show the impact of training and the design of training on the employee performance.

Training and development need = Std. performance - Actual Performance

### 2. Review of Literature

Goldstein and Ford (2002) <sup>[13]</sup> show that individual characteristics (Including trainability-that is ability to learn the content of the training-personality, age and attitudes) influence motivation, learning, transfer of training back to the job, and job performance features of the work environment and climate, opportunity to perform trained tasks, manager support, organizational justice and individual versus team context) also affect it stage of the training process. This illustrates that characteristic of the individual, as well as the work environment, are critical factors before training.

Hakan Regner (2002) <sup>[14]</sup> explains that on-the-job training has a large positive effect on wages for employees in Sweden, and employees in jobs that require long on-the-job training earn significantly more than workers in jobs with short training requirements. The effects of

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training are large for the recently hired and low for the senior employees. There are significant wage effects of general and specific on-the-job training, and the effect is significantly larger for general training. Separate estimates for the public and private sectors show significant effects of specific training only for public-sector employees and large effects of general training for private-sector employees. The results suggest that the distinction between general and specific training matters, that firms are willing to pay for general training and that there is heterogeneity in the returns from these forms of training.

Pattanayak said that discussed training effectiveness is to impart new entrants the basic knowledge and skill they need for an intelligent performance of defined tasks: to assist employees to function more effectively in their present positions by exposing them to latest concepts, information, techniques and developing the skills they will need in their future roles, to broaden the minds of managers by providing them with opportunities for an interchange of experiences within and outside with a view to correct the narrow outlook that may arise from over specialization.

Griffin finds that there is a mismatch between organizations desires to evaluate training and the extent and effectiveness of actual evaluation. There are a number of reasons for this including the inadequacy of current methods. The author has proposed a productivity-based framework to focus data collection and the utilization of a metric to present results. A metric provides an ideal tool to allow stakeholders informed judgment as to the value of a programme, whether it has met its objectives and what its impact is. Most importantly the approach focuses on the bottom line and draws evaluator's attention to consider what the ultimate overall impact of learning is.

Athammuh & Jaradat viewed that the evaluation of any training programme has certain aims to fulfil. These are concerned with the determination of change in the organizational behaviour and the changes needed in the organizational structure. Scholars asserts that evaluation of any training programme must inform whether the training programme has been able to deliver the goals and objectives in terms of cost incurred and benefit achieved, the analysis of the information is the concluding part of any evaluation programme.

They also stressed that the analysis of data should be summarized and then compared with the data of other training programmes similar nature. On the basis of these comparisons, problems and strength should be identified which would help the trainer in his future training programme.

Saharan highlighted that most organization are taking feedback from employees for training effectiveness to maximize its benefits. In the ceaseless drive for a competitive edge, companies subscribe to the belief that smarter, better trained workers increase chances for success. The study expounds the perspective of employees having different qualification and experiences towards objectives behind imparting training in organizations.

### 3. Statement of the problem

The study focuses on the training and development of workers in BPO companies in India. There are always worries about teaching employees at BPO companies nationwide. This doesn't mean that workers in BPO companies shouldn't receive training.

The length of training is an important issue for workers in BPO companies. When work, family life, and other responsibilities are wearing workers out, training can sometimes feel like an extra burden. Making workers attend training classes during their personal time will likely make them dislike and fight the training.

### 4. Objective of the study

- To study the effectiveness of the employees training and development programme in The BPO industry.
- To identify the employee's opinion towards the Training and development programme in the BPO industry.
- To study the various methods of training and development programme carried out in The BPO industry.
- To provide suitable suggestions for improving the effectiveness of training and development programme in BPO industry.

### 5. Research methodology

A research design is purely and simply the basic frame work for a study that guides the collection of data and analysis of data. Descriptive research design was adopted for this study to achieve the objective of the study. Descriptive research design is refers to the frequency with which something occurs or has to variable are varied together in the initial hypothesis. A descriptive study requires a clear specification on what, when, why, whom, how aspects are happen.

#### Methods of data collection

The data used in the research article is both Primary data and Secondary data. The primary data has been collected with the help of questionnaire.

#### Sampling design

The researcher usually reaches its conclusion on the basis of sampling. Sampling is a unique technique used to collect data about a problem under study in deciding the sampling unit, area and the sampling technique are considered.

- a) **Sampling Frame & Study area:** BPO Companies operating in India.
- b) **Sampling Size:** 520 respondents
- c) **Sampling techniques:** Sampling technique used for the study is Simple random sampling.

#### Tools used for analysis

Evaluating the collected data with the help of Statistical tools is called analysis.

- i) Percentage analysis
- ii) Mean
- iii) Standard deviation

#### Limitations of the study

- The researcher has conducted the study within a limited duration, so a detailed and comprehensive study could not be made.
- The information gathers depends on the attitude of the employees at the time of interviewing.
- The sample size was confined to 520 respondents, so this study cannot be regarded as full proof one.
- Some of the respondents were busy with their schedule, so it was very difficult for the researcher to convince and get feedback from the respondents.

**6. Analysis and interpretation**

The researcher has discussed about the effectiveness and

impact of training and development and also presented the analysis and interpretation in detail.

**Table 1:** Respondent’s opinion about the effectiveness of training programs on the basis of their age

Age	N	Mean	SD	F-value	IS
20-30	220	53.42	4.24	4.11	0.01 ( $p < 0.01$ )
31-40	124	57.42	6.41		
41-50	94	51.42	6.72		
51 and above	12	55.32	7.14		
Total	520	56.33	9.72		

Source: Primary data

**H<sub>a</sub>:** There is a significant difference in respondents’ opinion about the Effectiveness of training programs on the basis of their age.

Table reveals the Mean and SD of respondents’ opinion about the Effectiveness of training programs on the basis of

their age. Result proves, middle age group respondents are highly satisfied about the effectiveness of training programs than the other age groups. This difference is confirmed by the calculated F-value (4.22), which is significant at 0.01 level. Hence, the given hypothesis is accepted.

**Table 2:** Showing the chi-square test for positive change after training on the basis of educational level

Educational level	Yes	No	Total
Secondary	203 (39.04%)	11 (2.12%)	214 (41.15%)
Graduate	119 (22.88%)	10 (1.92%)	129 (24.81%)
Post-graduate	85 (16.35%)	12 (2.31%)	97 (18.65%)
Other specify	71 (13.65%)	9 (1.73%)	80 (15.38%)
Total	478 (91.92%)	42 (8.08%)	520 (100.0%)

  

Calculate chi-square value	Degrees of freedom	Level of significance
5.998	3	0.1117 ( $p > 0.01$ ) Not significant

Source: Primary data

**H<sub>0</sub>:** There is no relationship between the positive change after training and their educational qualification.

The above table reveals that, the majority (91.92%) of the respondents have opined that, there was a positive change among them after attending various training programs in the company and outside the company.

Among them, the respondents with secondary level educational qualification were the majority with 39.04 percent, 22.88 percent were the graduates, 16.35 percent were the post graduates and 13.65 percent of the

respondents belonged to the other group of educational qualification. Only 8.08 percent of the respondents have opined that there were not any significant changes occurred after attending the training programs.

It is evident from the table that, the calculated Chi-square value is not significant at 0.01 level. Hence, the stated hypothesis is accepted. So, it is concluded that, there is no association between the positive change after the training programs and their educational qualification.

**Table 3:** Showing the chi-square test for enrich the job knowledge on the basis of educational level

Educational level	Yes	No	Total
Secondary	188 (36.15%)	26 (5.00%)	214 (41.15%)
Graduate	119 (22.88%)	10 (1.92%)	129 (24.81%)
Post-graduate	67 (12.88%)	30 (5.77%)	97 (18.65%)
Others	70 (13.46%)	10 (1.92%)	80 (15.38%)
Total	444 (85.38%)	76 (14.62%)	520 (100.0%)

  

Calculate chi-square value	Degrees of freedom	Level of significance
26.88	3	0.001 ( $p < 0.01$ ) Significant

Source: Primary data

**H<sub>0</sub>:** There is no relationship between the enrichment of job knowledge and their educational qualification.

As far as the above table is concerned, 85.38 percent of the respondents have accepted that, the training programs certainly enrich their job knowledge. Among them, 36.15 percent of them had secondary level of educational qualification, 22.88 percent of them were graduates, 12.88 percent of the respondents were post graduates and 13.46

percent of them belonged to the others category. 14.62 percent of the respondents have rejected the statement that, the training programs enrich their job knowledge.

It is evident from the table that, the calculated Chi-square value is significant at 0.01 level. Hence, the stated hypothesis is rejected. So, it is concluded that, there is an association between the enrichment of the job knowledge and their educational qualification.

**Table 4:** Showing the stepwise regression analysis for the effectiveness of training programs

Sl. No.	Step/Source	Cumulative R <sup>2</sup>	AR <sup>2</sup>	Step t	P
1.	Educational level	0.042	0.052'	3.194	0.01
2.	Length of service	0.055	0.049'	2.423	0.01
3.	Number of training programme attended	0.069	0.058'	2.314	0.01

Source: Primary data

\* $p < 0.01$

Constant value = 17.424

Three variables namely, educational level, length of service and number of training programs attended have significantly contributed for predicting the effectiveness of training programs. The variable educational level predictive value of effectiveness of training programs seems to be 0.042, when paired with the variable, length of service is 0.055 and with number of training programs attended is 0.069. The predictive value of these variables separately is 0.01.

Training is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness at work.

### 7. Suggestions

The goal of training is to create an impact that lasts beyond the end time of the training itself. The focus is on creating specific action steps and commitments that focus people's attention on incorporating their new skills and ideas back at work.

- The employees must be given enough training materials for their needs. So that, they could refer it, whenever they require it.
- Since the employees are continuously involved in the work, they can be given training programs related to their personality or how to balance their work life with personal life.
- After taking up training programs, employees can be given opportunity to implement the learned changes necessary in their work environment.
- Company has to make the employees understand that, the main reason for the conduction of training programs is not only for one or two factors, but also for the overall efficiency of the company.
- The organization needs consistently to apply strategies for the evaluation of training and development initiatives. Also, these strategies must be reflected in the company's training policy. In view of these strategies, it is important that, the organization becomes a learning one, in which training and development become critical components of efficiency and effectiveness and that a performance management system be incorporated into the training strategy.

### 8. Conclusion

It may be inferred that for training and development to be successful, the business must evolve into a learning organization, whereby all stakeholders, from individual workers to management, actively promote learning. It is essential for management to create effective learning procedures inside the firm. The efficacy of the training programs is contingent upon the company's training methodology.

The workers are generally satisfied with the company's current training programs, as assessed via several statistical

methods. The firm is advised to adhere to the suggestions provided by the researcher after a thorough analysis. Consequently, the personnel will get significant enjoyment from their training sessions.

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