

# Effect of Training And Development On The Employee Performance In BPOS, Delhi/NCR

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**Abstract** - The major assets in the organization is the employee, they have a role to play towards an organizational success. The success of the organizational cannot be underestimating by the organizations. Because of this we need to care about their learning to increase the employee performance. This study aimed to investigate the effect of training and development on employee performance. The questionnaire was formed based on the empirical literature. This research engaged convenience sampling technique for selecting the respondents. The independent variable that has been use in this research is on job training, off job training, job enrichment and job rotation. The dependent variable has been use in this research is employee performance. A quantitative research approach of the data collection was adopted using a Likert – Scale questionnaire including 25 questions was formed and the number of respondents is 105 employees at BPOs in Delhi/ncr. The research employed descriptive analysis, correlation analysis and regression analysis. This data was collected by this research and was analyzed by SPSS. The result shows that all independent variables have an insignificant impact on employee performance except Job enrichment which is reported to have a significant impact on the dependent variable. Future researchers are recommended to focused on other business sectors- and moreover explore the employee performance based on the training and development.

**Keywords** — *Employee Performance, On Job Training, Off the Job training, Job Enrichment and Job Rotation.*

## I. INTRODUCTION

This paper aims to investigate the effect of training and development on job performance in BPOs, Delhi/ncr. The main role of training and development in the efficiency of the organizations is to experiences the worker in work place. Greatest organisations are mindful of this necessity and invest strength and other sources in the training and development. Different journalists have different methods towards to defining the job satisfaction. According to Hoppock (1935) job satisfaction is a combination of the psychological and the environmental conditions that can cause an individual truthfully say that Hoppock satisfied with their job (Hoppock, 1935 as cited by Aziri,2011).

Notable number of researches have been done to investigate the topic in different contexts globally; Lian et.al, (2013) did a research on the hotel industry of Delhi/ncr. Vasudevan, (2014) did a research on the public sector of Delhi/ncr. Hau and Omar (2015) did a research on the Hoteling sector of Terengganu Delhi/ncr. Liao, (2010), did a research in public sector at Taiwan. Terera&Ngirande, (2014) did a research on the BPOs sector of South Africa. Chepkosgey et.al, (2015) did a research on the tea factory of Trans-Nzoia Country.

Seeing to the current training and development issues, the effect of training and development on employee performance is an unsettled issue and has been deliberated in many empirical studies such as discussed by Noe, (2010) that states today, that view has changed. Report a better financial performance than their competitors that do not engage their team in training and development. To meet the competitive challenges, training and development accommodates the company to remain competitive in a high pace business environment. In training and development budgets, the current declining economic times have called resulted in cuts. Moreover, in order to help workers strengthen or increase their skills the organisation should implemented the effective training, so company needs to increase their capabilities by making new products, create new ideas and give quality services in theorganisation.

## Research Objectives

To investigate the effect of on the job training on employee performance in BPOs. To investigate the effect of off the job training on employee performance in BPOs. To investigate the effect of Job Enrichment on employee performance in BPOs. To investigate the effects of Job Rotation on employee performance in BPOs..

## II. LITERATURE REVIEW

William Fitzgerald (1992) defines that training as an achievement of the understanding and skill for present the tasks. Next, Goldstein & Ford, (2002) describe training as a systematic method for learning and development to increase person, team and the organizational efficiency. It also support the opinions of William Fitzgerald, (1992) while Aguinis & Kraiger, (2009) describes the significance of training by stating that it increases the employees job performance and bring other positive changes such as acquisition of new talents. Gansberghe, (2003) defines development as a long-term process designed for enhance the potential and the effectiveness.

According to past researchers, Locke and Latham (2002) goals have a widespread influence on the worker behaviour and employee performance in the organizations and management practice, this study as sited by Lunenburg (2011). Almost all modern organizations have some form of goal setting operation. Such a program management by objectives (MBO), from management information systems (MIS) and high-performance work practices benchmark, a target mark, and systems thinking and strategic design which includes the development of the specific goals. (Lunenburg, 2011).

The performance they achieve from that effort and the rewards they receive from their effort and performance based on the idea that people believe there are relationship among the hard work that they contribute at work place that a cognitive process theory of motivation is defined as expectancy theory (Parijat & Bagga, 2014). In other words, to desired rewards that has a strong effort for a better presentation and that better presentation will make a path to the people that will be motivated if they believe it (Parijat & Bagga, 2014).

According the numerous study Neisser, (1967) identifies the main aspects of the cognitive theory has involve in the interaction among mental components and the info that is the procedure of this complex network as cited by Clint, (1993). According to McEntire (1992) People learn actively to make cognitive structures that can define to their own models and the environmental. Therefore, cognitive psychologists do not obey to a specific set of rules or methodologies in their investigation as site Clint, (1993). Cognitivist, such as behaviourism, which emphasized the role of the environment. (Ertmer& Newby, 2013).

By environmental influences, in the social learning by indirect, representative and self-regulatory processes, the social learning theory outlined in this paper places the special emphasis in which receive the relatively little attention on the essential roles even in most current theories of learning. For

the way one views the causes of human behavior, these differences in governing processes carry certain suggestions (Bandura, 1971).

According to Nassazi, (2013) did a research on effect of the training on employee performance. The aim of this learning is to know the impact training on the employee performance by use the telecommunication sector at Uganda. The total questions is 18 and have 120 of respondents. Second, According to Otoo and Eric, (2012) did a research on the impact of training and development over employee performance on Accra Polytechnic. The aim of this investigation to know that the training and development give an impact to employee performance at Accra Polytechnic, the sample data has collected is 50 of the senior employee. Third, According to Tahir et.al, (2014) did an investigation the effect of training and development over the employee performance and the productivity. The aim of this research is to study that training and development give an effect to employee performance and productivity they use 80 of the questionnaire. Forth, Laing, (2009) did a research on effect of the training and development over employee performance at the public sector. The aim of this study is to know the effect of the training and development over the public sector in the organizations by a case study of Ghana Ports and Harbors Authority, they also do a personal interviews.

According to Ramya, (2016) Most of the previous studies provides the evidence that there is a strong positive relationship between human resource management practices and organizational performance. Next, According to Falola et.al, (2014) Training and development is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with believe that it will earn them competitive edge and the results show that strong relationship exists between training and development, employees' performance.

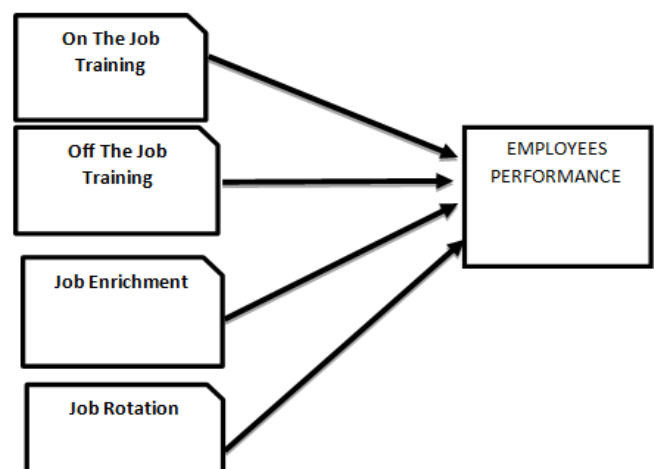


Figure 1: Conceptual Framework

According to past researcher Ameer and Hanif, (2013) they said that the on the job training have a positive effect to the employee performance while the employee come to duties, this research cited by Said et.al, (2016). According to Tukunimulongo, (2016), also said that the on the job plays a big role in improving the employee performance and productivity. According to past researcher Barzegarand Farjad, (2011).

H1: There is a positive significant effect of on the job training and employee performance.

According to past researcher Nassazi, (2013) off the job training more effective because workers are away from work and their can focus entirely on training. Next, According to Kanwal, (2015), agree that the off the job training have a positive impact to the employee performance and employee productivity. According to Ngari, (2015), also agree that the off the job has strong relationship to employee performance.

H2: There is a positive significant impact of off the job training and employee performance.

Zareen and Razzaq, (2013) states the function of job enrichment is to motivate the employees by give the employees opportunities to maximise their abilities and make the performance and productivity increase among the employees and it will gives positive impacts to organizational environment and make the organization easy to achieve the goal. Moreover, there is positive correlation among employees performance based on Salau et.al, (2014).

H3: There is a positive significant impact of job enrichment and employee performance.

Zin, et.al (2013) defines that the job rotation has a positive relationship in career development. Koontz and Mills (1984) supports this statements when they said that job rotation is the top type in training and it was create to ease the employee with the specific information about the positions that might available for the employee as site Oparanma, A. and Nwaeke, (2015). Next, Khan et al (2014) describes job rotation as the methods that needs to be followed by the companies in order to enhance the performance of the employees and employees might be more committed to their work and there is a positive connection among job rotation and the employee’s performance based on Khan et al (2014).

H4: There is a positive significant impact of job rotation and employee performance.

### III. RESEARCH DESIGN AND METHODOLOGY

This research tends to engage explanatory quantitative research. Further, primary data was collected for this research since no data set is online available for the studied context.

The research population for this study is all the 600 employees of BPOs Delhi/ncr while a sample size of 100 employees were selected using convenience sampling technique. Likert – Scale Questionnaire was used as a research tool which was given manually to the employees of the BPOs Delhi/ncr to ensure the reliability of the source of collected data. Special consideration was given to the ethical consideration while collecting the data for this research. Lastly, descriptive, correlation and regression analysis were conducted to build the nexus amongst the cluster of dependent and independent variables.

## IV. RESULT AND DISCUSSION

### 4.1 Normality test

Table 1: Normality test

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Q1	105	.728	.236	.996	.467
Q2	105	.832	.236	2.375	.467
Q3	105	1.141	.236	4.264	.467
Q4	105	1.147	.236	4.693	.467
Q5	105	.690	.236	1.496	.467
Q6	105	1.304	.236	3.669	.467
Q7	105	1.395	.236	5.649	.467
Q8	105	.089	.236	-.541	.467
Q9	105	1.173	.236	2.627	.467
Q10	105	1.137	.236	2.426	.467
Q11	105	.319	.236	.054	.467
Q12	105	.638	.236	1.085	.467
Q13	105	.802	.236	.868	.467
Q14	105	1.195	.236	2.832	.467
Q15	105	1.294	.236	2.394	.467
Q16	105	1.320	.236	4.184	.467
Q17	105	.354	.236	1.086	.467
Q18	105	.445	.236	.342	.467
Q19	105	.728	.236	.996	.467

Q20	105	1.122	.236	2.500	.467
Q21	105	.554	.236	.843	.467
Q22	105	.822	.236	1.390	.467
Q23	105	.790	.236	1.168	.467
Q24	105	1.212	.236	3.717	.467
Q25	105	1.229	.236	4.886	.467
ValidN (listwise)	105				

According on the Table 1, the skewness of this data set is seen between 0.70 to - 0.80, representing that the skewness of this data set is unacceptable range falling under the suggested value. However the kurtosis indicated twelve questions (Q3, Q4, Q6, Q7, Q9, Q10, Q14, Q15, Q16, Q20, Q24, and Q25) greater than -1.00, but suggesting the rest is on an okay range.

### 4.2 Reliability Test

Table 2: Reliability

Variable	No of items	Cronbach's Alpha
Overall:	25	.944
On the job:	5	.876
Off the job:	5	.797
Employee performance:	5	.741
Job Enrichment:	5	.813
Job Rotation:	5	.845

Cronbach's alpha coefficient is widely used to measure reliability, if the Cronbach's alpha value is 0.1 - 0.4 is weak if

Table 5: Correlation

Correlations		EmployeePerformance	n The Job Training	ff The Job Training	Job Enrichment	Job Rotation
Employee Performance	Pearson Correlation	1	.575**	.631**	.748**	.655**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	105	105	105	105	105

the value is 0.4 - 0.6 is moderate and if the value is between 0.6 - 0.9 is strong; it ensures the reliability of the internal consistency of the questionnaire (Ringim, et al., 2012). According to this table all variable have a higher reliability.

### 4.3 Descriptive Statistics

Table 3: Descriptive Statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
On The Job Training	105	1.823	.5395
Off The Job Training	105	1.850	.5304
Employee Performance	105	1.918	.5179
Job Enrichment	105	1.886	.5150
Job Rotation	105	1.912	.5441
Valid N (list wise)	105		

According to the Table 3, the average mean for on the job training is 1.823 and the standard deviation is 0.5395. Meanwhile the average mean for off the job training is 1.850 and the standard deviation is 0.5304. The result indicates that on the job and off the job factors are not influential drivers in determining employee performance of the employees working in BPOs Delhi/ncr. Similarly, the average mean for Job Enrichment is 1.886 and the standard deviation is 0.5150 while the average mean value for job rotation is 1.912 and the standard deviation is 0.5441. The result indicates that Job enrichment and Job rotation are not key players in determining employee performance of the employees working in BPOs Delhi/ncr. Lastly, the employee performance of the selected sample is reported to be below average with an average mean of 1.918 with a standard deviation of .5179.

### 4.4 Correlation Analysis

On The Job Training	Pearson Correlation	.575 <sup>**</sup>	1	.723 <sup>**</sup>	.648 <sup>**</sup>	.577 <sup>**</sup>
	Sig. (2-tailed)	.000		.000	.000	.000
	N	105	105	105	105	105
Off The Job Training	Pearson Correlation	.631 <sup>**</sup>	.723 <sup>**</sup>	1	.736 <sup>**</sup>	.695 <sup>**</sup>

According to table 5, on the job training is positively correlated with a dependent variable employee performance and the relationship between variables is moderate with a value of 0.575. On the job training is significant with a value of 0.000 which is lower than 0.01. (Higgins, 2005). Hence on the job training is found to have positive significant relationship with employee performance. Likewise, off the job training is positively correlated with a dependent variable employee performance and the relationship between variables is strong with a value 0.631. Off the job training is significant with value of 0.000 which is lower than 0.01. (Beaumont, R., 2012.). Hence off the job training is found to have positive significant relationship with employee performance. Furthermore, Job enrichment is positively correlated with

dependent variable employee performance and have relationship between variables in strong with a value of 0.748. Job enrichment is significant with a value of 0.000 which is lower than 0.01. (Higgins, 2005). Hereafter job enrichment is found to have positive significant relationship with employee performance. Moreover, job rotation also have positively correlated with a dependent variable employee performance and the relationship between variables is strong with a value of 0.655. Job rotation is significant value of 0.000 which is lower than 0.01. (Beaumont, R., 2012.). Hence job rotation is found to have positive significant relationship with employee performance.

#### 4.5 Regression

Table 6: Regression.

Model Summary <sup>D</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.769 <sup>a</sup>	.592	.575	.3375	.592	36.242	4	100	.000	1.372
a. Predictors: (Constant), Job Rotation, On The Job Training, Job Enrichment, Off The Job Training										
b. Dependent Variable: Employee Performance										

According to table 6, R square is 0.592 which shows that 59.2% of the dependent variable is being explained by independent variables. Adjusted r square is 0.575 which shows that a model is not a good fit model as the value is less than 0.60. F significance value is 0.000 which shows that

overall model is significant. Durbin-Watson value is 1.372 which shows there is an auto correlation among the selected respondents chosen for this study since the value didn't falls in a range of 1.5 -2.5 (Campbell, D. and Campbell, S., 2008).

Table 7: Regression Coefficients

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.346	.137		2.522	.013		

On The Job Training	.096	.092	.100	1.043	.299	.447	2.236
Off The Job Training	.060	.109	.062	.554	.581	.326	3.064
Job Enrichment	.504	.110	.501	4.594	.000	.343	2.914
Job Rotation	.175	.096	.184	1.832	.070	.403	2.480

a. Dependent Variable: Employee Performance

According to table above, on the job training beta coefficient value is 0.100 with an insignificant value of 0.299 which is higher than 0.05. Hence on the job training is found to have positive insignificant impact on employee performance. Next, off the job training beta coefficient value is 0.062 with an insignificant value of 0.326 which higher than 0.05. Furthermore, off the job training is found to have positive insignificant on employee performance. Moreover, job enrichment beta coefficient value is 0.501 with a significant value of 0.000 which is lower than 0.05. (Campbell, & Campbell, S., 2008). Following to it, job enrichment is found to have positive significant impact on employee performance with a beta coefficient value of 0.501 with a significance value of 0.00 which is lower than 0.05. Finally, job rotation beta coefficient value is 0.175 with an insignificant value of 0.070 which higher than 0.05. (Campbell, & Campbell, S., 2008). Therefore job rotation is found to have positive insignificant on employee performance.

### V. CONCLUSION

Training and development will give benefits for employees such as better position and better career life and it make efficiency of the organization enhance. Instead of unskilled employees, skilled employees will give a better performance to the employees. The conclusion that we can make towards the explanation below is, training and development will give benefits for employees such as better position and better career life and it make efficiency of the organization enhance. Instead of unskilled employees, skilled employees will give a better performance to the employees. This paper use questionnaire to get the data and the data was generated by using the SPSS tools. By using the descriptive, correlation and regression to find the significant nexus between the On the Job Training, Off the Job Training, Job Enrichment and job rotation with employee performance. Hence, the study concludes that only Job enrichment is the independent variable which has a significant positive impact on the dependent variable (Employee Performance) while the other independent variables are found to be insignificant drivers in influencing the employee performance.

### VI. RECOMMENDATION

For the recommendation of this research, company need to implement the progressive HR programs and policies to achieve the goal, build a high-performing employees in the organization and adopting a comfortable workplace where the employees have to work and need to work. Moreover, organization should increase their training and development with the technological changes and present educational in order to develop proper training. Organization should create a lot of training and development activities to improve the employee's performance by enhancing knowledge about the company and improve skills among the workers. Besides that, organization should build an effective communication network amongst their employees. This research was conducted on BPOsin Shah Alam, Selangor, Delhi/ncr. Further studies might be focused on other business sectors and explore the employee performance based on training and development in different scenarios..

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