Induction Training and trainers point of view –a case analysis of BPO in Jaipur

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ABSTRACT

Induction training plays very important role in order to fulfil the company's requirement and to provide comfort level to the new employees. Therefore it is really important to prepare properly for the induction training.New employee orientation programme should be, according to TPI-Theory, which includes practical skills and theoretical knowledge to give better performance to their new job , but also to satisfy the requirement of Interaction among the new employees. Various studies have focused light on the impact of induction training towards the attrition level of the employees. It is a well well-known reality that at least 25% or more than of new employees already decide, to continue or quit in the initial week of the tenure. Thus there should be effective training for the new employees so that they can get motivated and get attached to the organization. As the core intention of the induction training is to amalgamate new employees into the organization and to make them aware of all the system, rules and regulations followed by the company. It helps the new employees to feel safe and comfortable, so that they can easily settle down and start working achieve the desired results of the organization.

Keywords: induction training, BPO, trainer, training requirement

1. INTRODUCTION

Induction training is also known by the eminent other terms as orientation and on-boarding. Induction training is a type of training in which target audience is the new worker for any organization, which directly and indirectly aims to make the new employee comfortable and made them aware of the organizations culture, their vision, their job requirements, their profile and almost everything which any organization aims to make their employee aware of.

Induction Training can be said as introduction training for any new employee. Induction training is a systematic training which is thoroughly prepared and conducted according to the organizations requirement.

The new employees are generally provided with the following information during their induction training:-

- Organizations history
- Organizations vision and mission
- Company's
- hierarchy system with the names and designation
- Number of departments
- How the employees are require to perform their duty and achieve their desired results.
- Companies policies, rules& regulations and code of conduct details.

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2. THEORETICAL FRAMEWORK:

New employee orientation programme should be, according to TPI-Theory, which includes practical skills and theoretical knowledge to give better performance to their new job , but also to satisfy the requirement of Interaction among the new employees. It is important to fulfill all three conditions to get along with the organization.
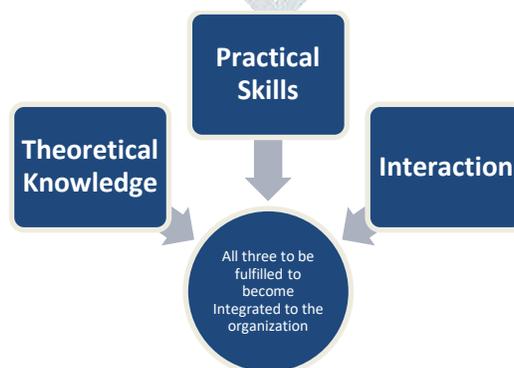

Fig-1.1 TPI –Required for the induction Training

Induction training plays very important role in order to fulfil the company's requirement and to provide comfort level to the new employees. Therefore it is really important to prepare properly for the induction training.

Although there are various types of induction programme, let's discuss three some main types of induction programmes-

- General-Induction Training-this part of training is mostly done by the human resource department, in this when employees are welcomed in the organization after they have been interviewed and hired. The main goal for general induction training is to make the new employees comfortable in the new environment and make them feel as family and part of the organization.

- Specific-Induction Training-this part of training is mostly conducted to impart the knowledge related to
  - a) Their job profile
  - b) Their co workers-subordinates and reporting team
  - c) Their KRA's(Key responsibilities areas)
  - d) Companies expectations from them
  - e) Operational rules and regulations
  - f) All those things, for which they will be responsible in the organization.

- Follow up-Induction Training – this is yet again the important part of the training programme, as this is done after the completion of the training, in this employees are been followed up as to check
  - a) Are they comfortable in the organization
  - b) Have they understood their tasks
  - c) Are they satisfied with the working conditions
  - d) Do they have any sort of doubts
  - e) What is their performance tracker

And then trainers counsel them accordingly, and clear if employees have any doubt or confusion. Also trainers guide them to remove their hurdles and give a better approach towards achieving their goal for the organization and make them comfortable.

While preparing for the induction training, trainers and organization should adhere the following:-

- First and foremost always prepare the checklist before starting of their induction module.
- Prepare the module according to the batch; they are supposed to impart training. For example-if it is for sales team trainers should provide moral boosting related to their targets, if it is for communication team than module should consist on their behaviour skills, if it is for blended team then trainer should try to keep all the aspects according to the employee profile and their requirements.
- Trainer should always mention all the code of conduct and explain them with the help of examples, so that employees will always be aware of all sorts of rules and regulations required in the organization.

- There should be indulgence of plenty examples for the new employees to see their bright future with the organization. This will boost up their confidence and will motivate them to perform their best.

- Trainer should keep the proper track of time, so as to inculcate the importance of time right from the first step towards the organization.

- There should always be personalised training, so that trainees will be more comfortable throughout the session and will be keen to learn and perform well.

- Try to not to keep training for just single day, better to make them engage properly.

- And always take feedbacks of the trainees after the induction programme, so that you will be able to know their view point, and how far they can go with the organization.

- Also it is important to take feedbacks, so that we can see the area of improvise for the future.

3. REVIEW OF RELATED LITERATURE: Foot and Hook (2008, p. 293) define Induction as; "the process of helping a new employee to settle quickly into their job so that they soon become an efficient and productive employee". They also said that this entire process of induction training helps to establish a better image of the organization for the new recruit. "It involves the introduction of a new member of staff to the culture and environment of the organization, its policies and practices and to other members of staff" said by Mullins (2002). Goyal (2007) also says the same thing as he said "the process of bringing/introducing/familiarizing a new recruit into the organization" and also said that "this program familiarizes the new employee about the culture, accepted practices and performance standards of the organization". Bailey(2002) said that "the problem with induction is that most induction training are geared mainly to achieving the goals of the organization and more to this she include that, "these types of induction training tends to be full of formal legislative information and most individual will absorb little and retain less". Karve (2010) said that, "The aim of induction training is to facilitate seamless integration of newly inducted employees into an organization by achieving harmony and a sense of alignment between individual values and organizational values". It is observed with the above mentioned definitions that the idea behind the induction training is to enhance the capability of the new employees to the maximum strength, with providing them ease environment to settle up with confidence as soon as possible.

4. Research Design

The character of current research is descriptive and qualitative where facts are disclosed with thorough examination and afterwards conclusions were drawn. It objects at analysing the outcome of induction training and trainers feedback related to the induction programme.

Researcher has conversed to Trainers (T&D) of Selected BPOs so as to become aware of their point of view for the induction training. On the basis of their feedback, Questionnaires were distributed at selected BPO's of Jaipur, such as genpact, Vkalp, Infosys, Teleperformance, and Agribolo.

Sampling distribution here is based on "judgemental Sampling". On the basis of convenience and judgemental sampling finally suitable number of trainers (respondents) in selected BPOs were approached.

Results and discussion: Following section presents primary data analysis:

4.1-Number of trainers: 22

4.2-Gender

- Female   -40.9%
- Male   -59.1%

4.3-Age group

- Below 30   -18.2%
- 30-50   -77.3%
- Above 50   -4.5%

4.4- Training participants are helped in diagnosing their own training needs
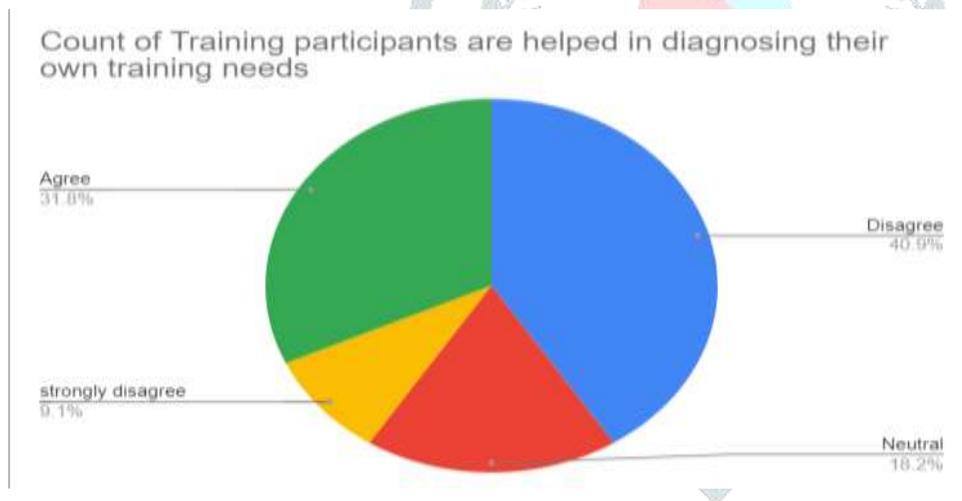

Fig: 1.2 – count of training participants are helped in diagnosing their own training needs.

It is seen that major percent of trainers disagree or strongly agree that training participants are helped in diagnosing their own training needs.

4.5- Trainee's knowledge level is measured before and after training-

Count of Trainee's knowledge level is measured before and after a training.
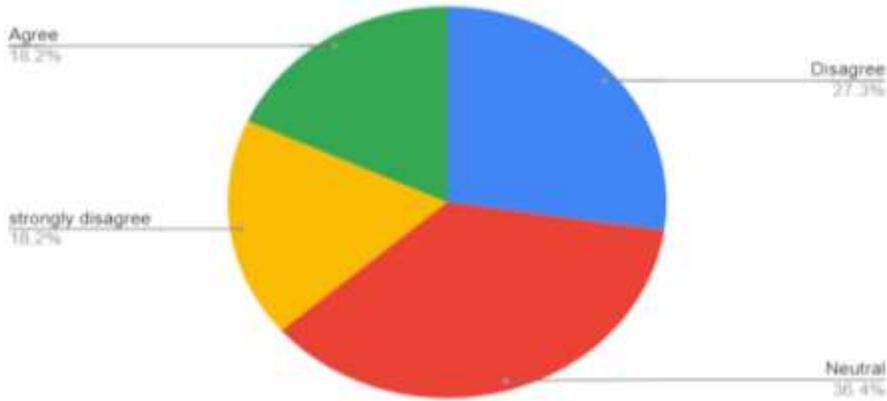
4.6-

Fig: 1.3- Count of trainee's knowledge level is measured before and after training

It is observed that 36.4% are neutral and maximum percent of trainer's disagree-27.3% or strongly disagree 18.2%

6- While imparting training, you are aware of trainees' skill, knowledge and attitude.

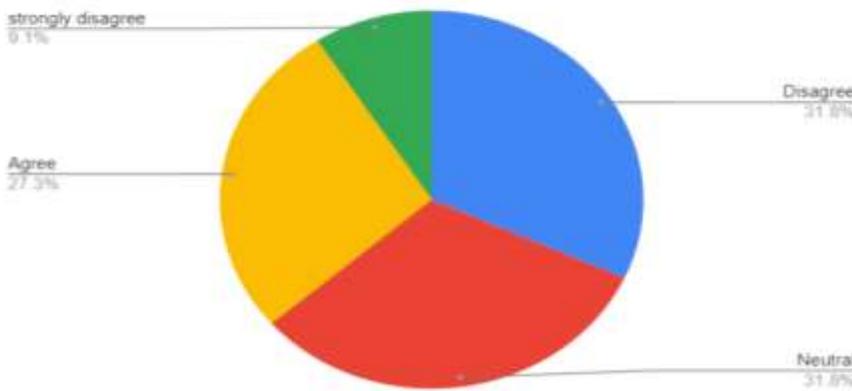Count of While imparting training, you are aware of trainees' skill, knowledge and attitude.

Fig-1.3: count of while imparting training; trainers are aware of trainee's skill, knowledge and attitude.

It is observed that maximum were neutral and 31.8-disagree and 9.1 strongly disagree and only 27.3% agree to the mentioned question.

4.7- Trainee profile is considered while designing pre-evaluation and post evaluation tests
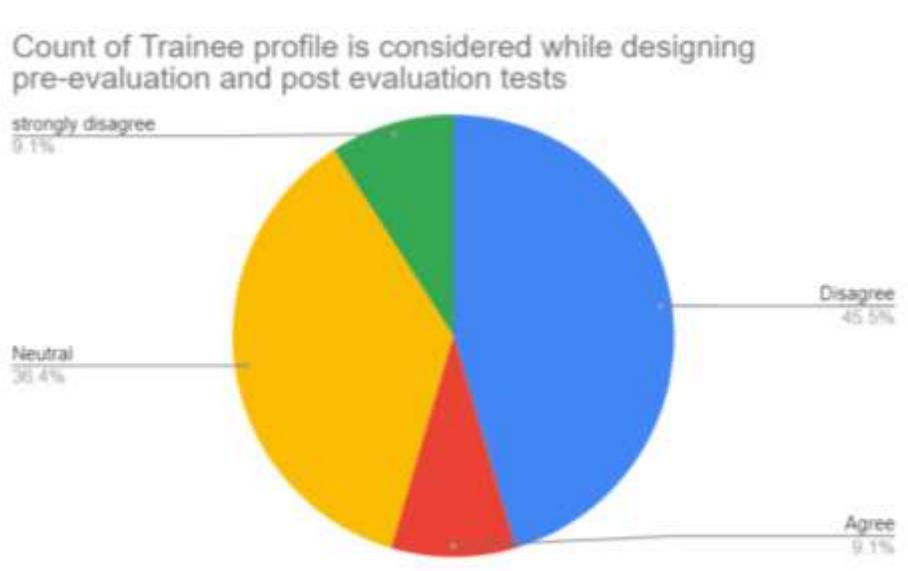

Fig-1.4 count of - Trainee profile is considered while designing pre-evaluation and post evaluation tests

It is seen that 45.5% of trainers disagree with the following, and 36.4% were neutral, and only 9.1 % agrees that trainee profile is actually considered while designing pre-evaluation and post evaluation test.

5.   KEY FINDINGS OF PRIMARY SURVEY

Major Findings from the study is as follows:

- A maximum trainer confirms that training program is designed in consultation with the seniors and other departments.
- Training participants do not get involve in diagnosing their own training needs
- There is a high degree of congruence between training needs and the objectives of training programs conducted here.
- Trainee's knowledge level is not measured before and after training.
- The content of induction training programs is not prepared according to trainees' job profiles it is generally same for every batch.
- While imparting training, trainers are not aware of trainees' skill, knowledge and attitude.
- Trainee profile is not mostly considered while designing pre-evaluation and post evaluation tests.
- A sufficient amount of both theoretical and practical content is not included in training programs. It is mostly theoretical when induction training is considered.
- A consistent delivery methodology is followed for conducting induction training.
- Feedback from trainees is not always captured before, during, and after training.
- Trainers have found their trainees to be more confident after the completion of training programs.
- Trainers fees that training helps in bridging the gap between superiors and subordinates

6. CONCLUSION

According to the qualitative interview and questionnaire results it was concluded that there should be active participation from trainees end for diagnosing their own training need , trainer and team should try to get as much as participation of the trainees as they can get and should modify some changes according to their need. Also Human resource team does not properly share the new candidates' data with the trainers; this can be done easily if training team and human resource conduct interview together or if human resource share entire data

related to trainees with the training team. The major setback found was the feedback; it was observed that there was lack in taking feedbacks from the trainees. There should be proper practice of taking feedbacks from the trainees before the training, during the training and after the completion of training .through these feedback session trainers and operation team can easily identify the further requirement and where did they lack. It is also observed that induction training was more focused on the theoretical knowledge rather than imparting more and more practical knowledge, therefore trainers should try to add more practical and fun activities to engage the trainees throughout the training and to build their interest in training and in the organization.

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