



## A STUDY ON TRAINING AND DEVELOPMENT IN BPO INDUSTRIES IN INDIA – ISSUES & CHALLENGES

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### **Abstract**

*It is incumbent on training and development professionals to design, implement, and evaluate the effectiveness of their programs in reducing disputes in workplace performance. This study explores the relationships between training experiences and attitudes and attitudes about perceived job proficiency.*

### **Introduction**

Human resource management plays an important role in the success of a company. Most of the companies are very keen to pay attention towards their employees. Mainly HRM (Human Resource Management) is all about managing people at work. The most important part of human resource management is Training and Development. It plays a key role in every organization though few people disagree about the importance of training and development in the success of organization.

Appointing the right person at right time at right place needs more care and attention on the part of personal manager. A clear set of goals and well defined path should be needed for good training. Training changes attitudes, knowledge and skills of employees and also the way they work.

A report published by workforce in May 2006 explains that despite focus on efficiency and cost control, companies are spending more and more on training and development. It is reflection of the fact that companies are keen about training and development to gain competitive advantages. Most of the companies clearly understand that if workers are smarter and better trained they can achieve their goals easily. In any organization the central factor of Training and development is the human resources or the human capital. Human capital is viewed as the driving the force for the success of the organization because of their skills, competencies, knowledge and experience (Becker, 1975; Schmidt & Lines, 2002; Harrison & Kassel, 2004).

### **Background for Research Area**

As researcher wrote in research aim and objectives and according to the topic of research the background of research is Training and development. I will focus on some critical issues regarding to training and development programme. As Macdonald's is already a world famous food chain so they already using very well Training and development methods but still they need more and more research on training and development processes. Employees are the main assets of all companies. Every company wants his employees must be energetic and effective so that the company can lead to the success. Organizational goals are always achieved by employee's efficiency so it is an organizational need that their employees must be well trained. (Torrington et al, 2005). Organizations are taking great interest regarding their employee's performance in these days. All organizations make sure that their employee's are getting good and up to date training and development programme. Although there are many types of training and development programmes some give more effective and energetic employee's to organization (Sun, 2003; Skinner et al, 2003; Lee 2001).

Human Resource Management has a key role to play in training the employees. Cowling and Mailer (1998) suggests that basically training is given to both new employees and to employees who recently moved to a new work area. They also said that in change process training is also very necessary. That's y training and development becomes one of the most important tasks which HRM manager has to look at. The amount and kind of training is very important for manager they should be aware of this. A manager should always focus firstly on type of training methods they are using and then it is also very important for a manager to make sure that those training methods are being put in practice through a proper channel. A proper method of training in a proper channel makes an employee more effective and efficient (Bratton and Gold, 2003).

This research paper aims to identify the training needs of suggested organization. The method of training needed and the benefit of training to the organization will be be discuss in this paper. This report will also tell that weather organisation achieved its Goals and aim by the help of training and development. McDonald's Restaurants Limited has been selection for research because it is very easy for me to get information because the management is very friendly to academic research. And they can also learn new things from research. The Most important reason for choosing McDonald's is that I myself am the Employee of McDonald's.

### **Company Background**

McDonald's is one of the famous global brands that have spread its presence over the last 52 years. The company was started in 1955 by Roy Croc with the first restaurant being opened in Des Plaines, US. This restaurant is no longer in operation now



and has been turned into a museum. McDonald's brand mission is to "be our customer, favorite place and way to eat". The company's worldwide operations are bounded by a global strategy called the "Plan to Win" which concentrates on the five basics of an exceptional customer experience, people, products, place, price and promotion. The company is committed to improving their operations and thereby enhancing the customer's experience (McDonald's 2010).

McDonald's is the leading global foodservice retailer that has more than 32,000 local restaurants in more than 117 countries. According to the company reports these restaurants serve approximately 50 million each day. McDonald's is one of the world's most well-known and valuable brands. It holds a leading share in the globally branded fast-food restaurants segment in virtually every country in which they do business. The company is proud that it serves the world some of its favorite foods like French Fries, Big Mac, Quarter Pounder, Chicken Mc Nuggets and Egg Muffin. The procedures followed by the company have been developed over the years. This is one area that differentiates the company from other fast-food restaurants. The attitude of the organization towards work and standards is evident from the words Roy Kroc who stated that "if you have got time to lean, you have got time to clean" (McDonalds, 2010).

The company has procedures in place to ensure that the right candidates go through the system and attain higher positions if they can prove their abilities. It is worth noticing that the company claims that 20 out of the top 50 management staff started in McDonald's restaurants, including the CEO, Don Thompson and also 67,000 McDonald's restaurants managers and assistant managers started as restaurant staff (McDonald's 2010).

The company uses different approaches at different levels in the organization. The responsibility of motivating staff at the restaurant level is given to the restaurant manager and the assistant manager who use promotion as a tool to achieve this. They have to ensure that they can attain lower rates of attrition and also motivate the staff so that they are satisfied by both the job as well as the organization. This is achieved by the organization by using structured training and development programme besides the use of many other tools.

McDonald's opened their first UK restaurant in Woolwich, London in 1974, today the company has over 1,250 restaurants across the UK McDonald's (UK) employs over 67,000 people, 43,000 within the company restaurants and a further 24,000 are employed by the franchisees. On average the company serves over 2.5 million customers every day.

### **Statement of Problem**

The core problem of this study is: Why training and development policies should be implemented by McDonald's and what is the role of the line managers at restaurant level in achieving better training for the employees?

The main concern in this study is behavior of company or an organization which they show towards their employees. Organization should ensure that their staffs are well trained in most aspects of their businesses (Torrington et al., 2005). Training and development of the chosen organization is of interest with respect to the current studies.

### **Statement of Purpose**

As for as statement of purpose is concern the topic which writer have chose is very much interesting for me. Researcher is an employee of McDonald's and researcher really wants to search about training and development processes in McDonald's. Another reason for choosing Training and Development is because it is very important part of Human Resource and Management which is a also a subject of writer specialization and in future writer would love to research more about HRM and Training and development. In almost every organization HRM is very important for a company so this is also a reason.

### **Significance of the Problem**

This topic is a very broad topic and very much important in any organization. Every organization admits that employees are the main assets so their top priority is to train the employees to achieve their goals. The main object of a manager is to discover a problem in an organization and after that he decides which type of training is required for which employer. In general training and development helps increasing productivity of the employees, team spirit, organizational culture, organizational climate, quality and health and safety.

### **Research Aim and Objectives**

- The aim and objective of this project are as following:
- To identify the strategies available for training and development.
- To identify if there are any training and development programs in place in the organization.



- To identify to what extent the program has been successfully implemented and if it is improving employee productivity as well as organizational productivity.
- To make recommendations for the future training and development programs so as to increase the benefits for the research organization.

### **Research Questions**

- What HRM practices are usually implemented in McDonald's Charing Cross?
- What HRM practices are usually implemented by other fast food in retail sector?
- Why training and development is important in the fast food in retail sector?
- What other HRM strategies could McDonald does adopt to enhance employees training and development?
- How employees are trained for modern technology?

### **The Literature Review & Conclusion**

Human resource management is one the major area of research in the business studies. There are many sub topics like recruitment, selection, induction, employee retention, and training and development. Training and development is the topic on which writer will research that how it is being applied in current research organization. A discussion is raised about human resource development, organizational development, and organizational learning to understand how training and development fits into the whole picture for the success of any company/organization in business world.

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