

Abstract

Re-skilling and up-skilling personnel are requirements that HR pioneers are working to meet to remain competitive across the board. The direness of work requests learning to be quick and unconstrained. These progressions within the work are ruining the luxury of learning. However, if modern organizations make learning a part of day-to-day work by embracing informal ways, it will help them with various skill advancements. Current research also suggests that informal learning, rather than the traditional formal learning strategies used by corporations, is the way to go. To address this gap, the study seeks to discover effective workplace informal learning methods that may aid in the resolution of present and future issues.

This thesis explores the dimensions of workplace informal learning and its impact on the skills enhancement of the Business Process Outsourcing sector's employees. The study's main goal is to identify unrecognised forms of workplace informal learning that occur in the workplace and their impact on employee learning. The study focuses on employees working in the Jaipur region's Business Process Outsourcing sector at various profiles and levels, such as lower, middle, and upper-middle. The thesis examines the literature on workplace learning, informal learning at work, its antecedents, challenges to informal learning, and its impact on employees, etc.

The key authors involved to build conceptual framework are Kasemsap, K (2015) about constructivism theory Marsick, Watkins & Vlope (1990, 2004, 2005, 2007, 1999, 2001); concerning the concept of informal learning, Eraut, Van, (2000, 2004, 2005 2007); about workplace informal learning and the main facilitators of informal learning, Grip, Folkestad, West, Clus, Inanc, Boud, & Rooney, (2011, 2015, 2018); concerning importance and effectiveness of informal learning at the workplace, Cacciattolo, Kortsch, et.al, Jeong, et.al (2015, 2018, 2019) about challenges faced in learning informally. Literature on the validation of informal learning was also considered.

This study is of the descriptive and analytical type. The researcher used a mixed method approach, both quantitative and qualitative, for examining the conceptual framework and data collected from primary and secondary sources. For quantitative research, the researcher used a questionnaire as a tool. The questionnaire was filled in by the 368 respondents. These respondents were employees working at the lower, middle, and upper-middle levels in the major four BPOs of Jaipur.

For the qualitative research, the researcher used interviews and interviewed 25 BPO employees working as executives, associates, managers, HR, senior managers, etc. The sampling technique adopted for the study is convenience sampling. Primary data is collected through surveys, questionnaires, and interviews, and secondary data is collected through research papers, articles, blogs, books, journals, and work other done in the related field.

The collected data has been classified and analyzed as per the objectives of the study through various statistical techniques. The analyses conducted on the data are the chi-square test, correlation, and multiple regression analysis. Besides the above, interviews were also summarized as per the employees' responses' patterns.

The purpose of this study is to build research constructs to analyze the impact of informal learning on employee skill enhancement and to learn how workplace informal learning might help BPO employees acquire technical and soft skills. Self-learning:- e-library, trial, and error reading manuals, observations; learning from others:- mentoring & coaching, buddy-up, huddles, conversation, and offsite meetings; and learning from others: mentoring & coaching, buddy-up, huddles, conversation, and offsite meetings have all been factored into the conceptual framework. This framework study examines the impact of informal workplace learning on BPO employees' technical and soft skills, which are the study's dependent variables. The study investigated not just the impact of informal learning on employee skill growth, but also observed the other factors.

These factors are –

1. Informal learning is 360-degree learning because it takes place all around employees.
2. The difference in the preference of learning methods among employees working in different hierarchies.

The present study provides a better understanding of the concept of workplace informal learning and its ways. The results of the study provide valuable information about the significance of workplace informal learning and its relationship with the employees' skills growth. "In India, there has been very little empirical research on the notion of workplace informal learning. The study's novelty is to explore the required skills and workplace informal learning practices followed in the BPO sector. Suggest both theoretical and practical implications that help to develop employees' professional and personal skills.

The study intends to reveal the impactful informal learning ways which can be used as a tool for human resource development”. The whole study is divided into six chapters; 1. Introduction; 2. Review of Literature; 3. Research Methodology; 4. Results and Analysis; 5. Findings and Conclusion; 6. Implications, Recommendations and Limitations of the Study.

Keywords: Workplace Informal Learning BPO Employees Skills