

## Table of Contents

**Cover Page**

**Candidate's Declaration**

**Plagiarism Verification Certificate**

<b>Abstract</b>	i
<b>Acknowledgment</b>	iv
<b>Table of Contents</b>	v
<b>List of Figures</b>	ix
<b>List of Tables</b>	xi
<b>List of Abbreviations</b>	xvi
<b>List of Annexure</b>	xviii

### **Chapter 1**

<b>1.</b>	<b>Introduction</b>	<b>1-27</b>
<b>1.1</b>	<b>Important Definitions</b>	<b>3</b>
<b>1.2</b>	<b>Theoretical Framework</b>	<b>5</b>
<b>1.3</b>	<b>Concept of Learning at Workplace</b>	<b>7</b>
<b>1.4</b>	<b>Informal Learning</b>	<b>10</b>
<b>1.4.1</b>	<b>Informal Learning at Workplace</b>	<b>13</b>
<b>1.4.2</b>	<b>Facilitators of Workplace Informal Learning</b>	<b>14</b>
<b>1.4.3</b>	<b>Barriers to Workplace Informal Learning</b>	<b>18</b>
<b>1.5</b>	<b>Skills</b>	<b>20</b>
<b>1.5.1</b>	<b>Technical Skill</b>	<b>20</b>
<b>1.5.2</b>	<b>Soft Skill</b>	<b>21</b>
<b>1.6</b>	<b>Business Process Outsourcing (BPO)</b>	<b>23</b>
<b>1.6.1</b>	<b>Types of BPO</b>	<b>23</b>
<b>1.6.2</b>	<b>BPO Sector in India</b>	<b>25</b>
<b>1.7</b>	<b>Workforce in BPO</b>	<b>26</b>
<b>1.8</b>	<b>Workplace Learning in the BPO Sector</b>	<b>27</b>

## **Chapter-2**

<b>2.</b>	Review of Literature	28-47
<b>2.1</b>	Process for the Review of Literature	29
<b>2.2</b>	Review of Literature	30
<b>2.3</b>	Summary of the Review of Literature	44
<b>2.4</b>	Research Gaps	46

## **Chapter 3**

<b>3</b>	Research Methodology	49-69
<b>3.1</b>	Objectives of the Study	50
<b>3.2</b>	Research Questions	51
<b>3.3</b>	Hypotheses of the Study	52
<b>3.4</b>	Research Framework	53
<b>3.5</b>	Nature of the Study	54
<b>3.6</b>	Research Design	54
<b>3.6.1</b>	Sampling	54
<b>3.6.2</b>	Sampling Technique	56
<b>3.7</b>	Tools for Data Collection	56
<b>3.7.1</b>	Primary Data Collection	56
<b>3.7.2</b>	Secondary Data Collection	61
<b>3.8</b>	Measurement of the Constructs	61
<b>3.8.1</b>	Constructs for the Hypothesis 1	62
<b>3.8.2</b>	Constructs for the Hypothesis 2	63
<b>3.9</b>	Operational Meaning of Variables	64
<b>3.10</b>	Tools for Analysis	66
<b>3.11</b>	Techniques of Data Analysis for Hypothesis	67

## **Chapter 4**

<b>4.</b>	Results and Analysis	68-110
<b>4.1</b>	Analysis of Questionnaire Part A	69
<b>4.1.1</b>	Effective Learning Pattern at Workplace	70
<b>4.1.2</b>	BPO Employees' Attitude Towards Informal Learning	71
<b>4.2</b>	Analysis for Hypotheses Test	74
<b>4.3</b>	Impact of Workplace Informal Learning on Skills of Employees	76
<b>4.3.1</b>	Results of Test for Hypothesis 1	79
<b>4.3.2</b>	Results of Test for Hypothesis 2	90
<b>4.4</b>	Results of Other Observations	101
<b>4.5</b>	Results of Qualitative Data	110

## **Chapter 5**

<b>5.</b>	Findings and Conclusions	111-129
<b>5.1</b>	Summary of Statistical Findings of the Study	112
<b>5.2</b>	Discussions of the Study	114
<b>5.2.1</b>	Workplace Informal Learning	114
<b>5.2.2</b>	Business Process Outsourcing	114
<b>5.2.3</b>	Attitude of BPO Employees Toward Informal Learning	115
<b>5.2.4</b>	Impact of Informal Learning on Identified Skills of BPO employees	115
<b>5.3</b>	Findings of Other Observations	118
<b>5.4</b>	Findings of the Qualitative Study	120
<b>5.5</b>	Conclusion of the Study	124

## **Chapter 6**

<b>6.</b>	Implications Recommendations and Limitations	128-135
<b>6.1</b>	Implications of the Study	129
<b>6.1.1</b>	Theoretical Implication	129
<b>6.1.2</b>	Practical Implication	130
<b>6.1.3</b>	HR World Issues	130
<b>6.1.4</b>	Implication for Research	131

<b>6.2</b>	Significances of the Study	131
<b>6.3</b>	Limitations of the Study and Direction for the Future Research	132
<b>6.4</b>	Recommendations of the Study	133
<b>6.4.1</b>	Informal Learning Opportunities at Workplace	133
<b>6.4.2</b>	Skills Enhancement of Employees	134
<b>6.4.3</b>	Workplace Informal Learning at BPO	134
References		xix