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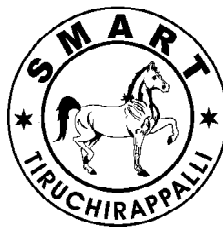
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TRAINING AND DEVELOPMENT MECHANISM IN SOUTHERN RAILWAY CENTRAL WORKSHOP, PONMALAI, TIRUCHIRAPPALLI, TAMILNADU, INDIA

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Abstract

Human Resources Management is related to the continuous process of man power planning, selection, performance appraisal, salary administration, training and management development. Training is a systematic modification of behavior through learning, which occurs as a result of education, instruction, development and planned experience. Training is job-oriented. Training is the act of improving one's knowledge and skill that leads to improve their job performance. It bridges the gap between what the employee has and what the job demands. This development helps to understand the cause and effect relationship, synthesize from experience, visualize or think logically. The survey focuses on the effectiveness of training and development programme, towards employees, working in Central Railway Workshop, Ponmalai, Tiruchirappalli.

Keywords: *Non Profit Organization, Training Mechanism, Performance and Prospects.*

JEL Code: *L3, M93, P47*

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1. Introduction

Training has the distinct role in the achievement of an organizational goal, by incorporating the interests of organization and the workforce. Now a days, training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the

organization. The employee performance depends on various factors. But the most important factor of employee performance is training. The efficiency of any organization depends very much on training and development. New employees have to learn new skills and since their motivation is likely to be high, they can be acquainted relatively easily

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with the skills and behaviour expected in their new position. But training of existing employees is a tough job. Training takes place to adopt new technology in production, to increase productivity of individuals, to manage time effectively and to provide latest operating and procedural techniques. It is a continuous process. Training is closely related to education and development but needs to be differentiated from those terms. Employee training is the important sub-system of human resource development. Employee training is a specialized function and it is one of the fundamental operative functions for human resource management.

2. Review of Literature

Sumit Sabharwal (2017), Managing Director of SAARC, stated that small and medium entrepreneurs have to face numerous challenges but issues around Human Resources present one of the biggest challenges for small business. He also spells out challenges that SMEs face in the domain of human resource and how they could counter it. They need to enhance competitiveness via better human resource management practice of recruitment, selection, training and compensation. **Bhanu Chopra (2015)** reported that training and development is one of the lowest things, on the priority list of most companies, when it is organized and it is often undertaken at the persistence of the human resource development. There is enormous value in organizing proper training and development sessions for employees. It helps to acquire new skills, sharpen existing ones, perform better, increase productivity and be a better leader. According to **Karthik (2012)**, Training tells the trainee what is expected of them at the end of the training program. Training objectives are of great significance from a number of stakeholder

perspectives; trainer, trainee, designer, evaluator. **Subramanian et al., (2012)** developed ROI plan document, which captures information on several key issues, necessary for training: (i) significant data items (ii) the method for isolating the effects of the training and education programme. **Kalaiselvan and Naachimuthu (2011)** described training by graphical representation in which training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) Strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv) Drop (Higher training cost and higher business benefits). **Bates, Donald L. and Davis, Tammy J. (2010)** argued that usefulness of training program is possible only when the trainee is able to practise the theoretical aspects, learned in training program, in actual work environment. They also highlighted the use of role playing, cases, simulation, mediated exercises and computer based learning to provide exposure to a current and relevant body of knowledge and real world situation. **Giangreco et al., (2009)** found the key determinants of Overall Satisfaction with Training (OST) as Perceived Training Efficiency (PTE) and Perceived Usefulness of Training (PUT).

3. Statement of the Problem

The training is an act of increasing the knowledge and skill of an employee to do a particular job. The success of any kind of organization purely depends upon the effectiveness of training and development programme offered towards the employees, at the right point of time. The effectiveness of any training and development programme has to be

evaluated from the workers' point of view. Hence the Researcher proposes to find out the effectiveness of training and development programme, organized by Ponmalai Central Railway Workshop.

4. Need of the Study

The Central Workshop was set up in 1897, by the South Indian Railways at Nagapattinam, mainly to cater to the requirement of steam locomotive maintenance. The foundation stone was laid by Mrs.R.P.Munro on 20.10.1926. It was decided to shift the workshop to Trichinopoly, presently known as Tiruchchirappalli, in 1928, owing to its locational advantage. The Central Workshop, Ponmalai is functioning at Tiruchchirappalli since then. The total area of this workshop is around 200 acres (0.81 km²), out of which 26 acres (110,000 m²) is covered under roof. At present, 6,091 employees are working in this workshop. The effectiveness of the training and development programme, given to the employees has become important in the context of growing needs of training inputs for further growth.

5. Objectives of the Study

The main objective of the study was to evaluate the efficiency of employees and their opinion regarding the effectiveness of the training programme, to assess the level of satisfaction among the employees working in central railway workshop and to offer suggestions based on the study.

6. Hypotheses of the Study

NH-1: Training Programme is not an effective tool for better learning of an employee working in the Central Railway Workshop.

NH-2: Employees are not satisfied with the level of training programme offered in the Central Railway Workshop.

7. Research Methodology

7.1 Sample Selection

The study was restricted to Ponmalai Central Railway Workshop, Tiruchirappalli. There are 30 central workshops, out of which only 15 workshops were considered for this study. For each of the 15 workshops, 10 employees were considered, and a total 150 employees was selected randomly as sample for the study. The data, relating to effectiveness of training and development, were collected by using a questionnaire. Stratified random sampling was used in the study.

7.2 Data Collection

The primary data were collected from the employees, working in the Ponmalai Central Railway Workshop, Tiruchirappalli, by using the questionnaire.

7.3 Period of the Study

The study was conducted in December 2017.

7.4 Tools Used

The data, collected through the questionnaire, were analyzed by means of percentage analysis and chi-square test.

8. Analysis of Data

The demographic profile of the respondents shows that the age of the respondents could be classified into five categories. Out of the 150 respondents, the age group of 20-30 years covered 54 employees (38%), among 31-35 years, there were 24 employees (16%), among 36-40 years, there were 12 employees (8%), among 41-50 years, there were 24 employees (16 %) and above 50 years, there were 33 employees (22%) (**Table-1**).

It is inferred from the analysis of **Table-2** that among 150 respondents, 120 employees strongly agreed with the training and

development programme, 23 employees agreed with the training and development programme. In total, 143 employees agreed that the training programme was highly effective and it helped better learning and achievement. Only seven employees did not record any opinion. The majority of the employees recorded good opinion, regarding better learning skills and knowledge, through the training programme, offered by the Central Railway Workshop, Tiruchirappalli. The chi-square test was applied to test the hypothesis. Since the calculated value of 135.144 (**Table-3**) was greater than the table value of 9.49, the **NH-1**, Training Programme is not an effective oriented tool for better learning of an employee working in the Central Railway Workshop, was rejected.

Table-4 reveals that majority of the respondents (138) were totally satisfied with the training programme, offered by the Central Railway Workshop, Tiruchirappalli, Southern Railway Workshop. Only 12 employees were not satisfied with the training programme. On the whole, the employees were totally satisfied with the training programme, organised by Southern Railway Workshop. The chi-square test was applied to test the hypothesis. Since the calculated value of 49.476 (**Table-5**) was greater than the table value 15.60, the **NH-2**, Employees are not satisfied with the level of training programme, offered in the Central Railway Workshop, was rejected.

Table-6 shows that the training programme is an effective tool for all kinds of organizations. The majority of the respondents (93%,) strongly agreed with the effectiveness of training programmes, offered by the central railway workshop. It improves the confidence, creates innovative ideas, helps time management, productivity, growth and overall achievement. Overall, it improves the work efficiency of the employees, working in the central workshop.

It was inferred from the **Table-7** that majority (95%) of the employees, working in the Central Railway Workshop, Ponmalai, Tiruchirappalli, recorded very good opinion about the training programme. The respondents were highly fulfilled with the quality of material issued during the training programme, its methodology adopted, excellent communication skill and its safety measures, which, in turn, led to active participation and involvement of employees during the well planned programme.

9. Findings of the Study

The majority (143) of the employees reported a good opinion, regarding better learning skills and knowledge, through the effectiveness of training programme offered by the Central Railway workshop (**Table-2**). More than three fourths of the respondents (138) were totally satisfied with the training programme, organised by the Southern Railway Workshop (**Table-4**). 93% of the respondents strongly agreed with the effectiveness of the training programme, offered by the central railway workshop. Overall, it improved the work efficiency of the employees working in it (**Table-6**). More than three fourths (95%) of the employees, working in the Ponmalai railway workshop reported a very good opinion about the training programme (**Table-7**). The respondents were highly fulfilled with the quality of material issued during the training programme, its methodology adopted, excellent communication skill and its safety measures, which, in turn, led to active participation and involvement of employees during the well planned programme.

10. Suggestions

Employees feedback should be regularly monitored and necessary steps should be taken immediately, for the improvement of training programmes. Individual attention must be provided for their active participation and

involvement and boost them to perform better in their job. According to the changing technology, different training methods have to be adopted by each workshop, for their further improvement in knowledge, skills and talent and also to develop a good attitude and interest among them in attaining their targeted objectives. Employee grievances should be identified and rectified soon for their wholehearted involvement towards their work. Special care should be given for the untrained (new) employees. Certain terms and conditions should be strictly followed before the training programmes. Superior-subordinate close relationship should be maintained to overcome any bias. Employees should balance their work life and personal life in a better manner, which leads to reduction of stress. Effective programs must be organized to improve physical and psychological health of the employees, thereby bringing down the absenteeism rate. Training programme should improve the communication between all levels of management, which helps in minimizing conflicts between different levels of employees.

11. Conclusion

Training and development programs play a vital role in every organization. These programs improve employee performance at workplace, it updates employee knowledge and enhances their personal skills and it helps in avoiding managerial obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions on employee promotion, rewards, compensation, welfare facilities, etc. These training programs also help the managers in succession planning, employee retention and motivation. It creates efficient and effective employees in the organization.

12. Limitations of the Study

In this study, only 150 workshop employees were considered. The study was confined only to central railway workshop, Ponmalai, Tiruchirappalli. The research was based only on the information, provided in the questionnaire, by the respondents.

13. Scope for Future Research

Training is very important to enhance the capabilities of employees. The study was confined only to 150 employees of Central Railway Workshop, Ponmalai, Tiruchirappalli, to find out the effectiveness of a training programme. There is great scope to extend the study to all the 36 central railway workshops, for better inferences. The researcher can also carry out indepth research work, in one particular workshop, to know the pros and cons of training programmes. The researcher can also do research in different types of training and development programs, offered in central railway workshop. This study can be used, as a base study, for further research on growth, expansion and modernization.

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Table-1: The Age Profile of the Respondents

S.No	Age	Respondents (%)
1	20-30 years	54 (38%)
2	31-35 years	24 (16%)
3	36-40 years	12 (8%)
4	41-50 years	24 (16%)
5	Above 50 years	33 (22%)
6	Total	100%

Source: Primary Data using SPSS (version 20)

Table-2: Employees Opinion regarding Better Learning and Achievement

Better Learning	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total	Percentage
Effective	120	23	0	0	0	143	95
Non-Effective	0	0	7	0	0	7	5
Total	120	23	7	0	0	150	0
Percentage	80	15	5	0	0	0	100

Source: Primary Data using SPSS (version 20)

Table-3: Chi-square Test for Employees Opinion on Better Learning and Achievement

O	E	O-E	(O-E)²	(O-E)²/E
120	114.4	5.6	31.36	0.274
23	21.93	1.07	1.15	0.052
7	0.33	6.67	44.49	134.818
Calculated Value				135.144

Source: Primary Data using SPSS (version 20)

Table-4: Satisfaction Level of Employees towards Effective Training Programme

Improve Technical Skill	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total	Percentage
Highly Satisfied	105	15	0	0	0	120	80
Satisfied	10	5	2	1	0	18	12
Not Satisfied	5	2	1	4	0	12	8
Total	120	22	3	5	0	150	0
Percentage	80	15	2	3	0	0	100

Source: Primary Data using SPSS (version 20)

Table-5: Chi-square Test for Satisfaction Level of Employees towards Effective Training Programme

O	E	O-E	(O-E)²	(O-E)²/E
105	96	9	81	0.844
15	17.6	-2.6	6.76	0.384
10	14.4	-4.4	19.36	1.344
5	2.64	2.36	5.57	2.110
2	0.36	1.64	2.69	7.472
1	0.6	0.4	0.16	0.267
5	9.6	-4.6	21.16	2.204
2	1.76	0.24	0.06	0.034
1	0.24	0.76	0.58	2.417
4	0.4	3.6	12.96	32.4
Calculated Value				49.476

Source: Primary Data using SPSS (version 20)

Table-6: Training Programme Improves the Work Efficiency of an Employee

S. No	Particulars	Improvement of Self – Confidence	Percentage	Opportunity for Innovation	Percentage	Team Spirit and Practice of time Management	Percentage	Productivity for Organization	Percentage	Achieve Career Growth	Percentage	Improves The Work Efficiency	Percentage
1	Strongly agree	80	53	60	40	100	67	120	80	110	73	140	93
2	Agree	40	27	40	27	35	23	25	17	28	19	4	3
3	Undecided	23	15	42	28	15	10	5	3	10	7	1	0.5
4	Disagree	7	5	8	5	0	--	0	--	1	0.5	4	3
5	Strongly Disagree	0	--	0	--	0	--	0	--	1	0.5	1	0.5
Total		150	100	150	100	150	100	150	100	150	100	150	100

Source: Primary Data using SPSS (version 20)

Table-7: Employees Opinion regarding Training Programme

S. No	Particulars	Quality Of Material	Percentage	Training Methodology	Percentage	Communication	Percentage	Involvement and Participation	Percentage	Safety Measures	Percentage
1	Very Good	138	92	110	73	100	66	130	87	142	95
2	Good	10	7	36	24	25	17	14	9	8	5
3	Bad	2	1	4	3	25	17	6	4	0	0
4	Worst	0	0	0	0	0	0	0	0	0	0
Total		150	100	150	100	150	100	150	100	150	100

Source: Primary Data using SPSS (version 20)