

A Study on Training and Development among the Employees in Tamilnadu State Transport Corporation (TNSTC)

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Abstract: This paper discusses about a study on Training and Development among the employees in Tamil Nadu State Transport Corporation (TNSTC). Training and Development is very important in every organization. Training and Development programs are essential for the employees to be well trained and educated for successfully reaching the attainment of the organizational goals. It is used to improve the effectiveness of training, skills, knowledge, abilities and work performance of the employees. Training and development programs can be very useful for the employees to tackle the situations and give solutions to the problems. Training and development can also be used to change the workforce attitudes, job performance, behaviour and creative thinking. There are two techniques of training and development; they are (1) On-the job training, (2) Off-the job training. Many challenges can be faced by employees to improve their job performance, relationship between the employers and the employees and to develop the organizational achievements.

Keywords: Training and development, organization, job performance, employees, employers, TNSTC.

1. Introduction

In 1944 after the Second World War, the British led Central Government in India appointed a committee to analyze and report the status of public transport in the country. The appointed committee analyzed the transport system all over India and found that a majority of the private operators in the transport sector were aimed at profit maximization only, ignoring public interest. The committee forwarded its report to the Government in 1946 recommending the nationalization of the Transport Sector in the better interests of the nation. The Government of India then accepted the recommendations of the committee and passed an order to all the states in India to nationalize the Transport Sector. On the basis of the order issued by the Central Government, the then Chennai Rajasthani Government passed an order on 24.03.1947 to nationalize 239 private buses which were operated in Chennai, the capital of the state. As per the order of

the Government, all the buses operated in Chennai were nationalized gradually before July 1948 and named as „Government Bus Service“. In independent India, the states were reorganized in 1956 on the basis of the languages spoken by the people in different regions of the nation. Thus, the human resource function in India has grown through several stages, e.g., labour welfare, industrial relations, labour administration, personnel management and finally to human resource management and human relations and human resource development. HRM has come a long way from being just a support, hygiene related function to a strategic function. The policy on Nationalization of Transport Service which came into force in 1946 was not widely accepted in principle. The State Transport Department and the committee recommended that transport service should not be directly under the control of the Government and that the department might take the shape of a limited corporation. Such an initiative, it was recommended, would enable the transport sector in Tamil Nadu to function efficiently with its economic and service objectives.

2. Review of Literature

Michael Jucius (1955) defines training as "a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased. According to Flippo (1971), "Training is the act of increasing the knowledge and skills of an employee for doing a particular job". Beach (1980) referred that "Training is the organized procedure by which people learn knowledge and/or skills for a definite purpose. Dubashi (1983) defined training as "A process of improving the knowledge skill and attitude of employees to achieve organizational objectives. It is only through a systematic program of training that necessary professional knowledge is imparted, skills developed and attitudes attuned to work situations. Drucker (1984) defined training as a "Systematic process of altering the behavior and/or attitude of employees in a direction to achieve organizational goals. Klatt et al, (1985) said that training is concerned with

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technical/manual skills to non-managerial staff. Development, on the other hand, is planned activities which focus on increasing and enlarging the capabilities of employees so that they can successfully handle greater and/or assume higher positions in the organization's hierarchy to better handle current responsibilities. Mirza Saiyadain (1988) stated that "Training is an activity aimed to improve the performance of the existing staff to meet the future needs of the organization". David and Stephen (1989) described training as "A learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job. Noe et al., (2006) referred training as a planned effort facilitates the learning of job-related knowledge, skill and behavior by employee." Adeniyi (1995) referred to staff training and development as a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. According to Seyler, et al., (1998), training is an effective measure used by employers to supplement employees' knowledge, skills and behaviour to the continuous changing scenario of the business world. According to Akinpelu (1999), the need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory. According to Isyaku (2000), the process of training and development is a continuous one. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Oribabor (2000) said that training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth. According to Obisi (2001), training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the need and objectives for such training have been identified.

3. Objectives of the Study

- To identify the need and impact of a training programme.
- To identify the current methods of training provided by TNSTC.
- To understand the attitude and work performance of employees after carrying out training.
- To give suggestions to improve the existing training and development practices.

1) Scope of the Study

- It helps to identify the current needs of training programme.
- It helps to know the expectations of employees towards Training and Development Programs.
- It helps to understand the Willingness of employees towards Training and Development Programs.

2) Need of the Study

- To Increase productivity.
- To achieve individual goal as well as organizational goals.

- Training is necessary to prepare the new employees the basic knowledge and skills needed for doing a particular job.
- Training is also necessary for existing employees to prepare for the higher-level jobs.
- Old employees need refresher training to enable them to keep equally changing techniques and the use of sophisticated tools and equipment.
- Training is necessary when a person has to move from one job to another because of transfer, promotion or demotion.

The total respondents of the study were 120. Sampling method used in this study is convenience sampling. Both Primary data and secondary data are used for this study. For collecting the data, the research instrument used here for the study is Schedule. Like 5 point scale is used in this study to find out the employees opinion about training and development opportunities in TNSTC, Percentage analysis, Chi-square, One Way ANOVA, are the statistical tools which are used for analyzing the data.

4. Methods

1) Techniques of training and development

A great variety of employee training and development are used by different organizations to develop their manpower. The selection of technique vests on one philosophy of training. There are two principle methods of employee training which are used by the firms.

1. On-the job training.
2. Off-the job training.

2) On the job training methods

On the job training methods are the most commonly used in training for all levels of personnel. The worker of these methods learns to master the operations involved in the actual work. Various methods of on the job training are as follows:

1. Seminars and Conferences
2. Apprenticeship
3. Job instruction
4. Committee Assignments
5. Special projects
6. Case studies
7. Coaching
8. Mentoring
9. Job rotation
10. Team building

3) On the job training advantages and disadvantages

- Most cost effective.
- Opportunity to learn.
- Training real colleagues.
- Quality depends upon the ability of the trainer and availability of time.

4) Off the job training methods

In these training methods, trainees have to devote their entire time to the development objective. In these methods development of trainees is primarily and any usable work produced during training is secondary. Following training

techniques are used off the job training methods:

1. Brainstorming
 2. Special course and Lectures method
 3. Role playing
 4. Workshops
 5. External courses
 6. Computer based training
 7. Outdoor learning
 8. Case study method
 9. Audio-Visual and Simulation
 10. Vestibule Training
- 5) *Off the job training advantages and disadvantages*
- Employees can be more confident when starting their job.
 - More expansive examples – transport and accommodation.
 - They can learn more from outside specialists or experts.
 - Range of knowledge, skills and qualifications can be obtained.
 - Working time and potential of output from the workforce.
- 6) *Benefits of training and development*
- It increases the knowledge, skills and positive attitudes of the employees.
 - Employee training can be most cost effective.
 - Training will keep the employee motivated.
 - Training and development used to create positive thinking and behavior of the employees.
 - Enhancing motivation and morale of the employees.
 - Creating the relationship between the employers and the employees.
 - Helps the people to identify organizational objectives.
 - Job satisfaction and job performance can be improved.
 - Giving an opportunity for upward mobility in the firm.
- 7) *Importance of executive development programme*
- *Shortage of trained managers* – There is a shortage of trained managers and it is very difficult to recruit and select the qualified managerial personnel from the labour market. National Conference on Sustainable Development through Technology and Management.
 - *Complex of management jobs* – Management is a complex job, calling for certain skills, knowledge and attitudes that can only be learnt by systematic development programmes.
 - *Technical and social change* – Rapid growth of technology and social changes in the society. The modern society has made it empower to develop the executive talent to cope with these developments.
 - *Social responsibility of management* – The increased management task and leadership responsibility arising out of social and technological changes has made executive development absolutely necessary.
 - *Unending process* – Executive development is an unending process because of the changes in the technology methods and technique of managerial

applications.

Table 1
Representing the age of respondents

Age in years	Frequency	Percent
21- 30 years	21	17.5
31 - 40 years	35	29.2
41 - 50 years	37	30.8
51 - 60 years	27	22.5
Total	120	100.0

From the above result it is found that 31% of the respondents are belong to the age group of greater than 40 years, so it shows that the majority of the respondents belong to middle age.

Table 2
Representing the age of respondents

Marital Status	Frequency	Percent
Married	101	84.2
Unmarried	19	15.8
Total	120	100.0

From the above result it is found that the majority (84%) of the respondents are married.

Table 3
Representing the educational qualification of respondents

Educational Qualification	Frequency	Percent
UG	20	16.7
PG	3	2.5
DIPLOMA	19	15.8
OTHERS	78	65.0
Total	120	100.0

From the above result it is found that the majority of the respondents educational qualification is others, which means that they are not highly educated since the respondents are all lower level employees.

Table 4
Representing the designation of respondents

Designation	Frequency	Percent
Conductor	51	42.5
Driver	55	45.8
Technical	14	11.7
Total	120	100.0

From the above result it is found that the majority of the respondents designations are driver and conductor.

Table 5
Representing the experience of respondents

Experience in years	Frequency	Percent
Below 5 years	25	20.8
5 – 10 years	32	26.7
11 - 15 years	23	19.2
16 – 20 years	26	21.7
21 years & above	14	11.7
Total	120	100.0

From the above result it is found that the majority of the respondents are having experience in years of 5 – 10 years, it shows that most of the employees are experienced persons.

Table 6
Representing the age of respondents

Monthly income	Frequency	Percent
Below Rs.10,000	14	11.7
Rs.11,000 - Rs.20,000	22	18.3
Rs.21,000 – Rs.30,000	32	26.7
Rs.31,000 – Rs.40,000	34	28.3
Above Rs.41,000	18	15.0
Total	120	100.0

From the above result it is found that the majority of the respondents are getting a salary from Rs.31,000 - Rs. 40,000 which implies that the respondents are getting a good salary.

1) *Chi – square*

- H0: There is no significant association between age and experience of respondents
- H1: There is a significant association between age and experience of respondents

Table 7
Representing the chi-square analysis between age and experience of respondents

Age in years * Experience in years		Experience in years					Total
		Below 5 years	5 – 10 years	11 - 15 years	16 – 20 years	21 years & above	
Age in years	21- 30 years	14	7	0	0	0	21
	31 - 40 years	11	22	2	0	0	35
	41 - 50 years	0	3	18	16	0	37
	51 - 60 years	0	0	3	10	14	27
Total		25	32	23	26	14	120

Chi-Square Tests
Table 8

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	162.186(a)	12	.000
Likelihood Ratio	175.346	12	.000
Linear-by-Linear Association	90.247	1	.000
N of Valid Cases	120		

7 cells (35.0%) have expected count less than 5. The minimum expected count is 2.45.

The chi- square result shows that Pearson's chi-square value is 162.186 for 12 degrees of freedom. The p value is .000 which is less than 0.05. Therefore H0 is rejected.

Inference: There is a significant association between the age and experience of respondents. It shows that when age increase the experience of the employees will also increases, so the employee will become an efficient person.

Table 9

S. no	Description	Value	DF	Sig. Value	Null hypothesis	Association
1	Age in years * Monthly income	115.003	12	.010	Rejected	Present
2	Experience*Monthly income	190.954	12	.030	Rejected	Present
3	Marital Status * Monthly income	24.410	4	.020	Rejected	Present
4	Designation * How often the training are conducted	19.917	4	.001	Rejected	Present
5	Designation * Purpose of training programmer	15.037	6	.020	Rejected	Present
6	Designation* Basis employee selected	26.891	4	.000	Rejected	Present

5. Results and Discussion

1) *Data Analysis and Interpretation*

The chi- square result shows that Pearson's chi-square value is 162.186 for 12 degrees of freedom. The p value is .000 which is less than 0.05. Therefore H0 is rejected.

2) *Training and development process*

Training is a program that helps employees to learn the knowledge or skills to improve performance in their current roles (Santhanaraj 2014; Sumithra and Santhana Raj 2017). Development is more expansive and focuses on workers growth and future performance, rather than an immediate job role. Training and development process is an organization's activities aims at improving the performance of the individuals and groups of employees in the organizational settings. It is an organized activity for maximizing the knowledge and skills of the employees.

6. Suggestion

- The TNSTC Corporation provides housing rent facilities most of the employees are satisfied with the concern should try to increase the satisfactory level.
- The relationship between the employers and the employees is most important in the TNSTC Corporation.
- The organization should be highly concerned level so

they must try to maximize the level.

- The TNSTC Corporation will increase the selection and recruitment process programmes activity in the TNSTC Corporation.
- Every year the organization must revise and improve the methods of training to the current trend which can retain their employees.
- The training program can be planned according to the designation of the employees and their job requirements and departments.
- The Organization may provide the topics covered in the training program to be understandable by all the employee respondents irrespective of their educational qualification.

7. Conclusion

Corporation is giving effective training and development methods to the workforce. It is also giving a good recruitment and selection process to the employees. TNSTC Corporation is conducting the training and development programmes to know about their skills, knowledge and attitudes. It helps to improve the relationship between the employers and the employees. The TNSTC Corporation may conduct a similar type of research at regular intervals to know the changing attitude of workers and to know about their effectiveness to improve the training and development programmes.

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