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 giving 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.

I. INTRODUCTION

In 1944 after the Second World War, the British lead Central Government in India appointed a committee to analyse and report the status of public transport in the country. The appointed committee analysed the transport system all over India and found that a majority of the private operators in the transport sector were aims 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 nationalise 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 nationalised gradually before July 1948 and named as 'Government Bus Service'. In independent India, the states were reorganised in 1956 on the basis of the languages spoken by the people in different regions of the nation. The Karnataka and Andhra regions were segregated from the Chennai Rajasthani region on the basis of the language spoken by the people and the remaining part of the region was renamed as the state of Madras. Hence the

'Government Bus Service' was changed into 'State Transport Department'. The Kanyakumari District, which was under regime of the Tiruvithankoor state was merged with the state of Madras on 01.11.1956. The buses operated by the Tiruvithankoor state in Kanyakumari District were also merged with the State Transport Department of Chennai. The administration of Kanyakumari Transport Division was headed by a District Transport Superintendent appointed for that purpose and he was acting under the Director in Madras.

The State Transport Department which was functioning in Madras and Kanyakumari entered into an agreement with the State of Karnataka and the first express transport service between Madras and Karnataka was started in August 1959. Since the operation of transport service between Madras and Karnataka was a grand success in the history of the two regions, there were enough demands from the people of the state of Madras to operate such express services locally and as a result of such popular demand, express transport service was started for locations exceeding 120 kilometres from Madras, connecting all the district headquarters of the state. Extending the transport service in the entire region was enabled by this initiative of the Government. The policy on Nationalisation of Transport Service which came into force in 1946 was not widely accepted in principle.

In 1968, the Government of Tamil Nadu appointed a high level committee to analyse the efficiency of the Tamil Nadu

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. The Government of Tamil Nadu on the basis of the above recommendations issued an order dated 08.11.1971 (G.O. No:86) and the erstwhile Tamil Nadu State Transport vehicles and administration operated in Chennai and Chengalpaltu were brought under the Companies Act, 1956 and named as Pallavan Transport Corporation Limited on 01.01,1972. The establishment of Pallavan Transport Corporation Limited paved the way for the inception of other corporations. TAMIL NADU STATE TRANSPORT CORPORATION - AN OVERVIEW Tamil Nadu State Transport Corporation is the Government public transport bus operator of Tamil Nadu, India. It operates buses on intra and interstate bus routes. It also operates on city routes. In the 2007-2008 budgets it was announced that 5000 new buses would be added to the corporations within 5 years. TNSTC is the second largest transport corporation in India and is well known for its route coverage almost to every remote area in Tamil Nadu.

Tamil Nadu State Transport Corporation was the first in India to introduce excellent paintings in buses. The school students get a pass to travel in the corporation's buses at free of cost from their school to their homes. These passes are issued by the Government of Tamil Nadu. Tamil Nadu State Transport corporation operates buses of various classes to cater to different sections of the public. .

II.   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 situation.

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 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 organizations 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 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 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.

OBJECTIVES OF THE STUDY

1. To analyse the kinds of training and development programmes.

2. To identify the job performance of the workforce.

3. To increase the satisfaction of job among the employees.

4. To improve the relationship between the employers and the employees.

5. To know the effectiveness of training and development of the employees skills for specific jobs.

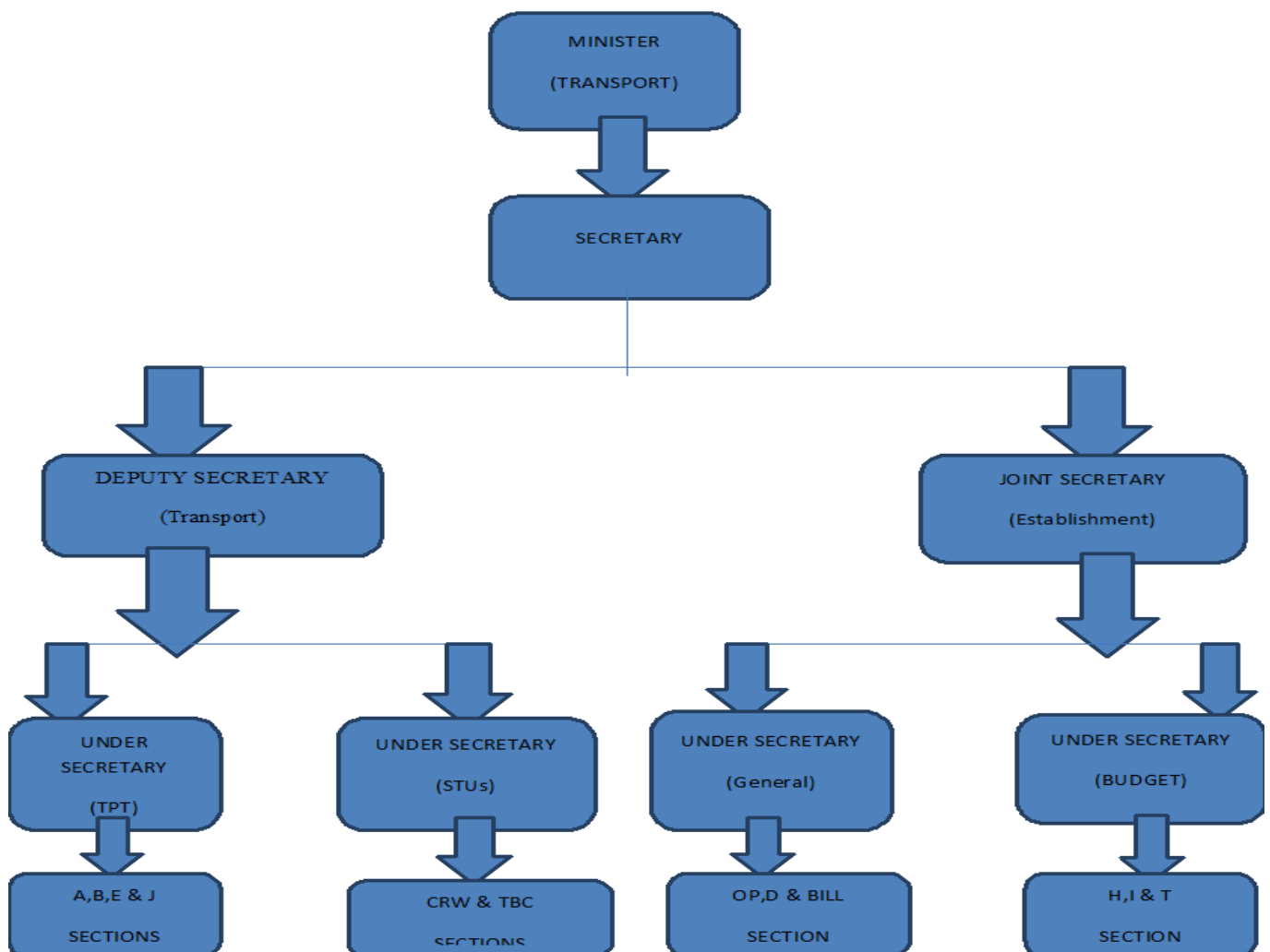## III. TAMILNADU STATE TRANSPORT CORPORATION LIMITED

HISTORY

Tamilnadu state transport corporation (kumbakonam) Limited is a public incorporated on 17 February 1972. It is classified as State Government company and is registered at Register of Companies,Chennai. Its authorized share capital is Rs.3,360,000,000 and its paid up capital is Rs.3,346,828,540. It is involved in other land transport.

Tamilnadu State Transport Corporation (kumbakonam) Limited`s Annual General Meeting (AGM) was last held on

23 December 2016 and as per records from Ministry of Corporate Affairs (MCA), its balance sheet was last field on 31 March 2016.

Directors of Tamilnadu State Transport Corporation (KUMBAKONAM) Limited are Thanabalan Shanmugapiriya, Muniyappan Ramasamy, Viswanathan Shanmugasundharam, Anandakumar Ramasamy, Krishnan Moni, Ravindhiran Ponnusamy, Elangovan, Periyasamy Prabhakar, Venkatesh Namani, Sinnamuthu Natarajan, Selabagounder Mavakrishnan, Thangavelu Rangasamy, Vincent Sundaram Devanayagam, Kumarasa Pillai Muthukaruppan, Karuppaiah Ganesammal, Mohan SJ Jeyaraman Mohan.

The Corporation has provided the following additional facilities for the benefit of the passengers: The Corporation operates buses to important pilgrim and tourist centres like Nagore, Vellankanni, Thirunallar, Swamimalai, Thanjavur, Srirangam and Rameswaram.

ORGANISATION CHART

TECHNIQUES OF TRAINING AND DEVELOPMENT

A great variety of employee training and development are used by different organization 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.

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 on 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

ON THE JOB TRAINING ADVANTAGES AND DISADVANTAGES

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

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) Brain storming
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

OFF THE JOB TRAINING ADVANTAGES AND DISADVANTAGES

➢ Employees can be more confident when starting their job.
➢ More expansive example – transport and accommodation.
➢ They can learn more from the outside specialists or experts.
➢ Range of knowledge skills and qualifications can be obtained.
➢ Working time and potential of output from the workforce.

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 behaviour 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.

NEEDS FOR TRAINING AND DEVELOPMENT

• Employment of inexperienced and new labour requires detailed instructions for effective performance on the job.
• Employees have not to work, but they work effectively with the minimum supervision, less cost, waste and spoilage, and to produce quality goods and services.
• Increasing use of fastest changing techniques in production and other operations requires training into newer methods for the operatives.
• Old employees need refreshers training to enable them to keep equally changing techniques and the use of sophisticated tools and equipment.
• Training is necessary when a person have to move from one job to another job because of transfer, promotion or demotion.

IMPORTANCE OF EXECUTIVE DEVELOPMENT PROGRAMME

❖ **Shortage of trained managers** – There is a shortage of trained managers and it is a very difficult to recruit and select the qualified managerial personnel from the labour market.

- **Complex of management jobs** – Management is a complex job, calling for certain skills, knowledge and attitudes when can only be learnt by systematic development programme.
- **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 development.
- **Social responsibility of management** – The increased management task and leadership responsibility arising out of social and technological changes has made the executive development absolute necessary.
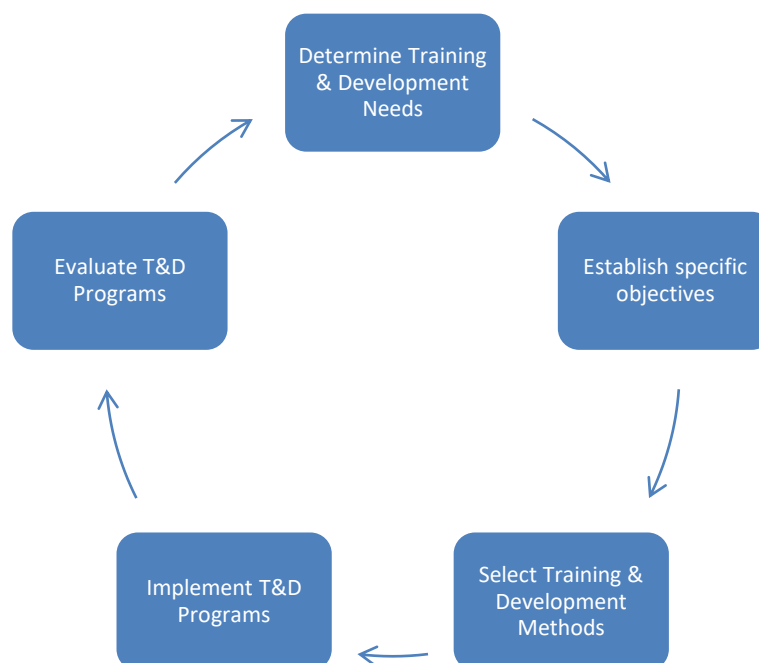- **Unending process** – Executive development is an unending process because the changes in the

technology methods technique of managerial applications.

IV. TRAINING AND DEVELOPMENT PROCESS

Training is a program that helps employees to learn the knowledge or skills to improve performance in their current roles. Development is more expansive and focuses on workers growth and future performance, rather than an immediate job role.

The **process** of **training and development** is shown in Figure 1: **Training and development process** is an organization 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**.

FIGURE 1: TRAINING AND DEVELOPMENT PROCESS

V. SUGGESTION

- The TNSTC Corporation provide housing rent facility most of the employees are satisfied 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 level.
- The TNSTC Corporation will increase the selection and recruitment process programmes activity in the TNSTC Corporation.

VI. CONCLUSION

TNSTC Corporation is giving an 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.

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