

A STUDY ON TRAINING AND DEVELOPMENT PRACTICES IN TAMIL NADU STATE TRANSPORT CORPORATION WITH REFERENCE TO TIRUNELVELI DIVISION

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ABSTRACT

The Training and Development is an essential factor in human resource management practices in all the organizations. To improve an employee's performance in an organization training and development is an attempt; which also improve the knowledge and skills of the employees through learning or by changing the attitudes. Among organizations training programs have become widespread after the Second World War. The results reveal that the employees are satisfied with the training and development practices managed by the Tamil Nadu Transport Corporation in Tirunelveli division. All the age group of the employees who are working in Tamil Nadu Transport corporation Tirunelveli division is having the similar perception towards the Training and Development practices in their organization. The study also identified that there is no significant difference among the educational qualification of the employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division. Finally, the study concluded that there is a significant difference between the Experience of employees concerning the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division.

Keywords: Human Resource Management, Training, Development, and Performance

Introduction

The Training and Development is an essential factor in human resource management practices in all the organizations. To improve an employee's performance in an organization training and development is an attempt; which also get better the knowledge and skills of employees through learning or by changing the attitudes. Among organizations training programs have become widespread after the Second World War. The Training presents a prime opportunity to make more significant the knowledge base of all employees, but many of the employers in the current climate find development opportunities expensive. The Employees attending training sessions also miss out on work time which may hold up the completion of projects. However, despite these potential drawbacks, training and development provide both the individual and organizations as a whole with benefits that make the cost and time a worthwhile investment. The return on investment from training and development of employees is a no-brainer.

Benefits of Training and Development

- Improved Employee Performance
- Improved Employee Satisfaction and Morale
- Addressing weakness
- Consistency
- Increased Productivity and adherence to quality of standards
- Increased innovation in new strategies and products
- Reduced employee turnover
- Enhances company reputation and profile

Tamil Nadu State Transport Corporation Limited

It is a public transport bus operator in Tamil Nadu. It operates the intercity bus services to cities within Tamil Nadu, and from Tamil Nadu to its neighboring states with a combined fleet strength of 22203 buses as of 2016 -2017. It also operates the public transport bus service in many cities of Tamil Nadu, except Chennai, where the public service of the bus operated by the MTC and a subsidiary of TNSTC. The Transport

State Transport Corporation is the largest government bus transport corporation in India also main corporation in the world after the bifurcation of APSRTC. It has been six divided into six divisions namely Coimbatore division, Kumbakonam division, Madurai, Salem, Tirunelveli, and Villupuram.

Review of Literature

Chadha, D (2018) found that there is a positive impact of training and that more training interventions with the integration of the latest technology are required for furthering the progression of the employees and their engagement. **Sanyal, S., & Hisam, M. W. (2018)** conducted a study to find out the impact of Training and Development practices on the employee performance in the select Omani Public and Private sector banking organizations. The paper aims to analyze the impact of training and development practices on employee performance. The study concludes that Training and Development Practices have a positive influence on employee performance in the Omani Banking Industry. According to **Frankin Dang Kum (2014)** ineffectiveness of training and development of employees in the organization reduces the organizational productivity. Data was collected through random sampling method. Research is limited for the employees of ESCON, and the population size was concise 60 out of 87 employees. He concludes that the companies who invest in human resource management view training as an opportunity for increasing their long-term productivity. **Anto, M. L. (2013)** assesses the existing training and development practices of selected companies as the basis for the formulation of a training and development practices. This paper tests a hypothesis that there is a significant disparity in the extent of use of the training and development tools and techniques when the selected organizations were classified as large, medium, and small. The studdy concluded that some of the companies did not implement a performance evaluation system. The recommendations cited that the companies should employ said system on performance evaluation to substantiate the wholeness of personnel training and development program. **Khan, R. A. G., Khan, F. A., & Khan, M. A. (2011)** identified that the Training and Development, On the Job Training, The Training Design and Delivery style have a significant effect on Organizational Performance and all these have positively affected the Organizational Performance. It means it increases the overall organizational performance. We also prove our Hypothesis through empirical data. However, results are firmly based on the literature review.

Objectives of the Study

1. To find out the level of Training and Development Practices in Tamil Nadu Transport Corporation in Tirunelveli division;
2. To examine whether there is any significant difference among the age category employees concerning towards the Training and Development Practices in Tamil Nadu Transport Corporation in Tirunelveli division;
3. To assess whether there is any significant difference among the Educational Qualification of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division;
4. To study whether there is any significant difference among the Educational Qualification of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division
5. To identify whether there is any significant difference between the experiences of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division.

Statement of Hypotheses

1. The Employees are not satisfied with the Training and Development Practices Managed by the Tamil Nadu Transport Corporation in Tirunelveli Division.
2. There is no significant difference among the age group of the employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division
3. There is no significant difference among the Educational Qualification of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division.
4. There is no significant difference among the Educational Qualification of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division

5. There is no significant difference between the monthly income of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division
6. There is no significant difference between the Experience of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division

Research Methodology

The present paper objective is to find out the level of training and practices among the employees of Tamil Nadu Transport Corporation in Tirunelveli division. Both primary and secondary data used for the present study. The study was conducted in Tirunelveli Division of Tamil Nadu Transport Corporation. The sample for this study consisted of 200 employees drawn by simple random sampling from the employees. The employees were contacted face-to-face for the collection of primary data. To check the reliability of the responses given by the employees, the actual working Tamil Nadu Transport Corporation was visited for collecting more information about the Training and Development practices managed by the Tamil Nadu Transport Corporation in Tirunelveli division. The data were collected from April 2018 to July 2018. The Cronbach's alpha value is 0.804. The primary data collected from target respondents were analyzed using descriptive statistics, one-sample t-test, and Independent t-test, and Analysis of variance was analyzed using SPSS 21.0 version.

Data Analysis and Discussion

Table 1
Level of Training and Development Practices

Level	Frequency	Percent
Low	36	18.0
Medium	57	28.5
High	107	53.5
Total	200	100.0

Source: Computed from primary survey

Table 1 shows the results of the level of training and development practices in Tamil Nadu Transport Corporation in Tirunelveli division. It is identified from the above table, majority 53.5% of the respondents are opined that there is high level of training and development, followed by 28.5% of the respondents are feeling that there are medium level training and development practices, and 18% of the respondents are felt that there is low level of training practices managed by the Tamil Nadu Transport Corporation in Tirunelveli division.

Null Hypothesis - 1

The Employees are not Satisfied with the Training and Development Practices Managed by the Tamil Nadu Transport Corporation in Tirunelveli Division

Table 2

One-Sample t-test for Training and Development Practices in Tamil Nadu Transport Corporation

Training and Development	N	Mean	SD	t-value	P-value
Provide additional knowledge and meet the needs of employment	200	3.61	1.207	7.090	<0.001**
Highlight working culture and programmes	200	3.64	1.232	7.346	<0.001**
Explain the nature of the job	200	3.65	1.185	7.756	<0.001**
Increase the quality and magnitude of the work	200	3.90	1.027	12.390	<0.001**
Provide adequate induction training	200	3.91	.933	13.719	<0.001**
Acquire technical knowledge and skill in the job	200	3.72	1.217	8.308	<0.001**
Develop competency	200	3.28	1.446	2.738	.007
Increase the efficiency of the employees	200	3.95	.928	14.472	<0.001**
Minimize the wastages and accidents	200	3.63	1.234	7.165	<0.001**
Increase the confidence level	200	3.53	1.256	5.912	<0.001**
Duration of the training is enough	200	3.55	1.239	6.278	<0.001**
Performance enhanced through training	200	3.95	1.179	11.340	<0.001**
Updated training methodology used	200	3.99	.842	16.552	<0.001**
Quality training material is provided	200	3.43	1.365	4.454	<0.001**

Source: Computed from primary survey

Table 2 highlights the results One-Sample t-test for Training and Development Practices in Tamil Nadu Transport Corporation. Since the p-value of all the statements of training and development practices are <0.01 and statistically relevant. The null hypothesis is rejected at 1% level of significance. Hence it is concluded that there the employees are satisfied with the training and development practices managed by the Tamil Nadu Transport corporation in Tirunelveli division. The study also found that all the statements mean values are more significant than three, which indicates that all the statements of training and development are significantly influencing the satisfaction of Training and development practices.

Null Hypothesis 2

There is no significant difference among the age group of the employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division

Table 3

Analysis of variance test for Age group of the Employees and Training and Development Practices

Age	Training and Development Score			F-value	Sig
	Mean	S.D	No.		
Up to 30 yrs	44.90	5.40	29	2.227	0.786
31-40 yrs	45.59	5.44	86		
41-50 yrs	43.00	6.18	57		
Above 50 yrs	43.75	8.03	28		
Total	44.50	6.12	200		

Source: Computed from primary survey

Table 3 shows the results of Analysis of variance test for Age group of the Employees and Training and Development Practices. The results indicate that the calculated F-value is 2.227 and P-value 0.786. The P-value is higher than 0.05 and statistically unimportant. Hence the null hypothesis is accepted at 5% level of significance. Therefore the study could be concluded that there is no significant difference among the age group of the employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division.

Null Hypothesis 3

There is no significant difference among the Educational Qualification of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division

Table 4

Analysis of variance test for Educational Qualification of the Employees and Training and Development Practices

Education	Training and Development Score			F-value	Sig
	Mean	S.D	No.		
Below SSLC	40.33	6.78	18	2.563	0.842
HSC	44.42	6.23	77		
Degree	44.71	6.03	56		
PG	43.75	2.63	4		
Diploma	45.62	4.59	34		
Others	47.55	7.46	11		
Total	44.50	6.12	200		

Source: Computed from primary survey

Analysis of variance test for educational qualification of the Employees and Training and Development Practices results depicts in the above table. Since the P-value is more significant than 0.05 and statistically insignificant. Hence the null hypothesis is accepted at 5% level of significance. Therefore the study concluded that there is no significant difference among the educational qualification of the employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division.

Null Hypothesis 4

There is no significant difference among the Educational Qualification of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division

Table 5

Analysis of variance test for Designation of the Employees and Training and Development Practices

Designation	Training and Development Score			F-value	Sig
	Mean	S.D	No.		
Administrative Staff	42.79	5.90	14	0.716	NS
Driver	44.14	5.91	97		
Conductor	44.91	6.36	69		
Technical Staff	46.07	7.04	15		
Others	45.60	5.18	5		
Total	44.50	6.12	200		

Source: Computed from primary survey

Analysis of variance test for the designation of the Employees and Training and Development Practices results show in the table mentioned above. Since the P-value is higher than 0.05 and statistically insignificant. Hence the null hypothesis is accepted at 5% level of significant. Therefore the study concluded that there is no significant difference among the designation of the employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division.

Null Hypothesis 5

There is no significant difference between the monthly income of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division

Table 6

Analysis of variance test for a monthly income of the Employees and Training and Development Practices

Monthly Income	Training and Development Score			F-value	Sig
	Mean	S.D	No.		
Up to Rs.25000	42.00	5.99	38	4.916	0.028*
Rs.25001-35000	45.92	5.42	88		
Rs.35001-45000	42.59	5.79	27		
Rs.45001-55000	44.94	6.89	47		
Total	44.50	6.12	200		

Source: Computed from primary survey

Table 6 reveals the results of the Analysis of variance test for a monthly income of the Employees and Training and Development Practices. Since the P-value is < 0.05 and statistically significant. Hence the null hypothesis is refused to accept at 5% level of significance. Therefore the study concluded that there is a significant difference among the designation of the employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division.

Null Hypothesis 6

There is no significant difference between the Experience of employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division

Table 7

Analysis of variance test for Experience of the Employees and Training and Development Practices

Experience	Training and Development Score			F	Sig.
	Mean	S.D	No.		
Up to 5 yrs	41.09	6.16	23	3.939	0.041*
6-15 yrs	45.64	5.51	101		
16-25 yrs	44.24	5.39	42		
Above 25 yrs	43.71	7.73	34		
Total	44.50	6.12	200		

Source: Computed from primary survey

Table 7 highlights the results of the Analysis of variance test for the Experience of the Employees and Training and Development Practices. The calculated F-value is 3.939 and P-value 0.041. The P-value is <0.05 and statistically crucial at 5% level of significance. Therefore the null hypothesis is rejected at 5% level of significance. Hence it is concluded that there is a significant difference between the Experience of

employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division.

Conclusion

Training and Development practices play a very significant role in the success of any organization because it is directly or indirectly affect the performance of the employees. Through training opportunities, workers can develop and maintain skills that are required for employment in a continually changing workplace. By providing training, employers support the skill development of their employees. The training is good enough then the employees will contribute their maximum for the achievement of the organizational objectives. The result of the present study reveals that the training practices in the employees are having the positive perception about the training and development practices in Tamil Nadu Transport corporation in Tirunelveli division. Furthermore, the study established that the employees are satisfied with the training and development practices managed by the Tamil Nadu Transport Corporation in Tirunelveli division. All the age group of the employees who are working in Tamil Nadu Transport corporation Tirunelveli division is having the similar perception towards the Training and Development practices in their organization. The study also identified that there is no significant difference among the educational qualification of the employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division. Also, the study reveals that there is no significant difference among the designation of the employees concerning towards the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division. Finally, the study concluded that there is a significant difference between the Experience of employees concerning the training and development practices in Tamil Nadu Transport Corporation in Tirunelveli Division.

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