

**EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN THE ORGANIZATION: A STUDY WITH REFERENCES TO SOUTH WESTERN RAILWAYS IN MYSORE DIVISION**

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**Abstract**

Training and development programs help organizations to build a skilled and competent workforce in order to maintain a high level of competency and to survive in a dynamic business environment. This study was conducted with the aim to investigate the effectiveness of training and development on employee performance. In this connection this study examines the demographic profile of the employees and to assess the training and development practices and to analyzes the employee's insight towards training and development practices in the South Western Railways in Mysore Division. The primary data was collected through issuing of questionnaire to 100 employees working various departments of South Western Railways in Mysore Division. Lastly this study results that majority of the employees had good experience on job training and off the job training provided by the railway organization.

**Key Words:** Railways Department, on the job training, Chi-square and effectiveness.

**INTRODUCTION**

Human Resource Management is defined as the people who staff and manage organization. It comprises of the functions and principles that are applied to retaining, training, developing, and compensating the employees in organization. It is also applicable to non-business organizations, such as education, healthcare, etc. Human Resource Management is defined as the set of activities, programs, and functions that are designed to maximize both organizational as well as employee effectiveness. Training is a very commonly used word, it traditionally 'belongs' to the trainer or the organization, it should be about whole person development—not just transferring skills, the traditional interpretation of training at work. Being realistic, corporate attitudes and expectations about what 'training, and does cannot be changed overnight, and most organizations skill see 'training' as being limited to work skills, classrooms and power point presentations-However, when your start to imagine and think and talk about progressive attitudes to developing people beyond and traditional skills training. The objectivity of training and development and its continued learning process has always been leverage with an organization and now it has become rather an overarching trend of social needs, emphasizing that organizations must inculcate learning culture as a social responsibility. It has been also proved by many studies in the past that there are sound connections between various training and development practices and different measures of organizational performance.

**Need and Importance of Training and Development:**

To prepare the employee both new & old to meet the present as well as the changing requirements of the job & the organization need training and development.

The following are the major need and importance of training and development:

<b>No</b>	<b>Needs and Importance</b>	<b>Explanation</b>
1	To enable the new recruits to understand work	A person who is taking up his job for the first time must become familiar with it. For example, if a fresh graduate is appointed as a clerk in a bank, he must first of all gain knowledge of work assigned to him
2	To enable existing employees to update skill and knowledge	Training is not something needed for the newly recruited staff alone. Even the existing employees of a concern may require training. Such training enables them to update their skill and knowledge.
3	To enable an employee who has been promoted to understand his responsibilities	Training is essential for an employee who has just been promoted to a higher level job. With an evaluation in his position in the organization, his responsibilities are also going to multiply.
4	To enable an employee to become versatile	Sometimes an employee may have to gain knowledge of several related jobs. It will not be enough if he is only good in the work he does presently
5	Improvement in Skill and Knowledge	Such training helps the employees to perform his job much better. This benefits the enterprise as well as improve the HR quality.
6	Higher Production and Productivity	If an enterprise has a team of well trained employees there will be rise in production as well as increase in productivity. Productivity is the input-output ratio.
7	Better use of Resources	Trained employees will be able to make better use of materials and machines. This reduces the rate of wastage and spoilage of materials and also breakage of tools and machines.
8	Scope for Management by Exception	Trained workers working under them, it becomes easy for the managers to get things done by delegating authority. This enables the managers to concentrate more on important issues confronting the organization.
9.	Job Satisfaction	Trained employees will be able to make better use of the making of their skill. This increases their level of self-confidence and commitment to work. Such employees are bound to have higher job satisfaction
10	Reduction in Complaints	Only bad workers blame their tools'. An employee who has acquired the necessary skill and job knowledge would certainly love his job.

**Review of Literature:**

Otuko (2013) determined the effect of the training dimension on employee performance in Mumias sugar company, Kenya.

The study sought to find out the effect of training need assessment on employee performance, the effect of training content on employee performance, and the effect of training evaluation on employee performance. The result indicates that there was a positive and significant effect between training need assessment and employee performance

Singh (2015) stated that training and development is the best possible utilization for employee's capabilities. Training is equipping the employees with the required skills to perform and development is the growth of employees at every level of management. This attempt was made to study the impact of training and development programs on employees' efficiency at Bharat Heavy Electricals Ltd. (BHEL).

Ampomah (2017) claimed that training and development is a key factor in improving employee performance in organizations. The purpose of the study was to focus on the effect of training and development on employee performance in a private tertiary institution in Ghana; a case study of Pentecost university college. The study revealed that employees are motivated through training, and training and development result in higher performance for the Pentecost university college.

Sumaiya Shafiq (2018) discussed the effect of training and development on employee performance in a private company, Malaysia. Researchers stated that the employees are a major asset of the organization, they have a role to play towards an organization's success. So it is mandatory to take care of their learning to increase employee performance. The objective was to investigate the effect of on-the-job training, off-the-job training, job enrichment, and job rotation on employee performance in private companies.

Santos (2019) attempt study on IT effects on HRM to obtain quality human resources (HR) is through the recruitment process in organization. He revealed in this study well-programmed recruitment was not able to provide significant results either directly or through organizational culture, but recruitment could have a significant effect on job performance through mediation selection and recruitment quality could improve employee performance in organizations of Indonesia.

Goswami (2021) conducted a study on infusion of E-HRM in organization. He includes in this study highlights the information technology is very much needed in wide range of routine tasks of HR professionals. He mainly aim of this study is conversion of traditional HR practices to modern HR practices.

Lastly this study results adoption of IT is little difficult because HR managers operating there has to occupy themselves with diversified problems to achieve the organization goals.

Mahadevan (2022) studied the impact of training methods on employee performance in a direct selling organization in Malaysia. Researchers claimed that building a skilful and knowledgeable workforce is one of the vital activities in an organization to ensure a high level of competency with a proficient team in order to sustain and grow in a dynamic business environment. The objective behind this study was to examine the impact of on-the-job and off-the-job training on employee performance.

**Objectives of the Study:**

1. To highlight the theoretical background of training and development in general.
2. To examine the demographic profile of the employees working in South Western Railways in Mysore Division.
3. To assess the training and development practices in the South Western Railways in Mysore Division.
4. To analyzes the employee's insight towards training and development practices in the South Western Railways in Mysore Division.

**Research Methodology:**

The primary data was collected through issuing of questionnaire from 100 employees working various departments of South Western Railways in Mysore Division. The sampling technique has been used stratified sampling method and administrate the questioner using Likert five scale rating method has been used.

The secondary data was collected from research publications in books, journals and periodicals, dailies and study reports and articles available on the chosen topic. For analysis of data used SPSS 21.0 Version, descriptive statistics, chi-square test, one way ANOVA F-test and one sample T-test etc.

**Hypotheses for the Study:**

- 1) H1: There is a significant difference between demographic profiles of the employees working in South Western Railways in Mysore Division.
- 2) H2: There is a significant difference between training and development practices.
- 3) H3: There is a significant difference between the employee’s insight towards training and development practices.

**Discussion and Interpretation**

1. Demographic Profile of the employees working in Railways in Mysore Division:

Table No.1 represents the demographic profile of the employees working in South Western Railways in Mysore Division. The overall respondents were numbering 100 employees out of those 75% respondents were male and 25% respondents were female working in railways in Mysore Division respectively. In the context of age pattern, majority of the respondents around 45% and 32% respondents are belongs to age group of less than 30 years and between 30 to 40, this shows middle age group of employees are more working in the Mysore Railways. Further educational background of the respondent’s majority 30% and 27% respondents were professionals and graduate respectively. In the case of social class, majority of 45% and 35% employees were belongs to OBC and GM respectively. Lastly in the case of work experience, around 45% and 30% respondents had less than 5 years and between 5-10 years of work experience in South Western Railways in Mysore Division respectively.

**Table No.1 Socio-economic Background of the Employees**

Particulars	Frequency
1. Gender:	
a) Male	75%
b) Female	25%
2. Age Pattern:	
a) Less than 30 years	32%
b) Between 30-40 years	45%
c) Above 40 years	23%
3. Educational Background:	
a) Post Graduate	20%
b) Professionals	27%
c) Graduate	30%
d) Diploma	23%
4. Social Class:	
a) OBC	45%
b) SC/ST	25%
c) GM	30%
5. Work Experience:	
a) Less than 5 years	30%
b) Between 5-10 years	45%
c) Above 10 years	25%

To calculate, chi –square test for data of age pattern, gender profile, work experience and educational background, the P value (Sig 2-tailed) which is less than the Alpha value of 0.05, it was found to be significant. Therefore the results indicate that the stated null hypothesis to be rejected and alternative hypothesis is accepted. Further the data of social class of the respondents the P value (Sig 2-tailed) which is more than the Alpha value of 0.05, it was found to be insignificant. Therefore the results indicate that the stated null hypothesis to be accepted and alternative hypothesis is rejected.

Variables	Chi-square	P-value	Hypothesis
Age Pattern	2.012	0.001	<b>Ho=Rejected</b>
Gender	3.120	0.000	<b>Ho=Rejected</b>
Educational Background	1.254	0.000	<b>Ho=Rejected</b>
Social Class	2.114	0.056	<b>Ho=Accepted</b>
Work Experience	2.654	0.000	<b>Ho=Rejected</b>

Source: Field Survey.

## 2. Training and Development Practices in the South Western Railways in Mysore

### Division:

Table No.2 shows the training and development practices in South Western Railways in Mysore Division. The highest mean and standard deviation were found 4.3 and 1.54 employees are opinioned that on the job training and off the job training these HR practice is good experience in the organization respectively. As against the lowest mean and standard deviation were found Stress management workshops and achieve the organization’s goal category was recorded the value of 2.42 and 0.03 respectively. This results shows that there is employees have positive opinion railway department provides good training programs in order to improve the efficiency and organization performance

**Table No.2 Training and Development**

Variables	Mean	SD	T -Test	Sig-H0
Training programs to meets up the mark	3.00	1.01	3.17	0.000 ( <b>HO=Rejected</b> )
Stress management workshops	2.37	1.22	3.20	0.002 ( <b>HO=Rejected</b> )
Organizational commitment	3.65	1.42	3.85	0.000 ( <b>HO=Rejected</b> )
On the job training	4.37	1.40	2.00	0.523 ( <b>HO=Accepted</b> )
Off the job training	3.20	1.54	4.01	0.044 ( <b>HO=Accepted</b> )
Achieve the organization’s goal	3.50	0.36	2.78	0.099 ( <b>HO=Accepted</b> )

Source: Field Survey. (Significant level 0.05).

According to the one sample T-Test, training programs to meets up the mark, stress management workshops and organizational commitment category results, the P value (Sig 2- tailed) is less than the Alpha value of 0.05, it was found to be significant. Therefore the results indicate that the stated null hypothesis to be rejected and alternative hypothesis is accepted. In the context of on the job training, off the job training and achieve the organization’s goal category results, the P value (Sig 2-tailed) is more than the Alpha value of 0.05, it was found to be not significant. Therefore the results indicate that the stated null hypothesis is accepted.

### 3. Employee’s insight towards training and development practices:

Table No.3 depicts that employee’s insight towards training and development practices in the South Western Railways in Mysore Division. In this study employees have positive and good opinion towards training and development programme conducted by railways department it is proved that below variables. According to the descriptive statistics results that, the highest mean value was recorded 4.78, 4.55 and 4.67, this values indicates that majority of employees strongly agreed that they are fully satisfied with the training program conducted by the various departments and employees are satisfied with the training facilities provided by the training center and employees opinioned that railway departments provide high effectiveness of technical training program, it helps to increasing the efficiency and performance among work flow of the employees in South Western Railways in Mysore Division.

**Table No.3 Employee’s insight towards training and development practice**

Independent Variables		Mean	SD
X <sub>1</sub>	Are you satisfied with the training system of your department	4.55	1.465
X <sub>2</sub>	Need to process of training in your department requires at several points	3.98	1.049
X <sub>3</sub>	Satisfied with the training facilities provided by the training center	4.78	1.639
X <sub>4</sub>	In training session provide sufficient study material to the employees	4.56	1.504
X <sub>5</sub>	Long period training program will be provided form technical team	3.75	1.403
X <sub>6</sub>	Are you satisfied with mode of training method from training center	3.83	1.508
X <sub>7</sub>	Easy workflow after attending the training programme	3.09	1.353
X <sub>8</sub>	Provide high effectiveness of training program	4.67	0.775
X <sub>9</sub>	Railways training programs helps to increasing the motivation level of employees	4.31	1.152
X <sub>10</sub>	Training program helped to increase the productivity of both quality and quantity	4.20	1.03
X <sub>11</sub>	Training course include the special challenges faced by officers	3.40	1.53
X <sub>12</sub>	Better working conditions congenial for effective performance in railways department	3.75	1.29

**Source: Field Survey.**

According to the One Way ANOVA F-Test employee’s insight towards training and development practices in the South Western Railways in Mysore Division. In the context of Railways training programs helps to increasing the motivation level of employees and better working conditions congenial for effective performance in railways department and also satisfied with mode of training method from training center category results, the P value (Sig 2-tailed) is more than the Alpha value of 0.05, it was found to be not significant. Therefore the results indicate that the stated null hypothesis is accepted. Further remaining all the independent variables shows that, the P value (Sig 2-tailed) is less than the Alpha value of 0.05, it was found to be significant. Therefore the results indicate that the stated null hypothesis to be rejected and alternative hypothesis is accepted.

**Table No.3 (a) Results of One Way ANOVA F-Test**

Employee’s insight towards training and development practice			
Independent Variables	One Way ANOVA F-Test	P-value	Results
X <sub>1</sub>	2.41	0.000	<b>Ho = Rejected</b>
X <sub>2</sub>	2.05	0.000	<b>Ho = Rejected</b>
X <sub>3</sub>	3.80	0.617	<b>Ho = Accepted</b>
X <sub>4</sub>	3.38	0.000	<b>Ho = Rejected</b>
X <sub>5</sub>	6.70	0.000	<b>Ho = Rejected</b>
X <sub>6</sub>	4.34	0.000	<b>Ho = Rejected</b>
X <sub>7</sub>	2.10	0.001	<b>Ho = Rejected</b>
X <sub>8</sub>	3.54	0.000	<b>Ho = Rejected</b>
X <sub>9</sub>	2.11	0.689	<b>Ho = Accepted</b>
X <sub>10</sub>	1.17	0.001	<b>HO=Rejected</b>
X <sub>11</sub>	1.20	0.004	<b>HO=Rejected</b>
X <sub>12</sub>	3.85	0.555	<b>HO=Accepted</b>

**Source: Field Survey**

**OUT COME AND RECOMMENDATIONS:**

The overall respondents were numbering 100 employees out of those 75% respondents were male and majority of the employees are belongs to age group of between 30 to 40 and they are graduates and professionals and has between 5-10 years of work experience in South Western Railways in Mysore Division respectively. The employees are opinioned that fully satisfied with the training program conducted by the various departments and also employees are satisfied with the training facilities provided by the training center. This study recommends that contemporary technology revolution and technology orientation of the industry, the technology management courses need be introduced into the training and development modules.



Employees should take training more seriously for the individual development as well as the development of the organization. Employees must be motivated to take up Training Programmes regularly to update their skills and learn a new technique to perform their work effectively and efficiently. Training modules are to be developed in various skill development to comprise of classrooms and workshops to provide technical skills training it helps to easy work flow in public organization particularly in railways sector.

### **CONCLUSION**

Training and development is a vital tool used to not only maximize the performance of employees, but also to help them in becoming more efficient, productive. Employees should develop a positive attitude toward training and development. Lastly this study summarized that employees opinioned that railway departments provide high effectiveness of technical training program, it helps to increasing the efficiency and performance among work flow of the employees in South Western Railways in Mysore Division.

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