

TRAINING ITS IMPACT ON EMPLOYEE DEVELOPMENT AT APSRTC

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Abstract: The challenges associated with the changing nature of work and the workplace requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future. The organization Human Resource Department has to develop the staff with those policies and programs that facilitates the continuing development to meet the present requirements. Employee development is a joint, on-going effort on the part of an employee and the organization for which he or she works to upgrade the employee's knowledge, skills, and abilities. Successful employee development requires a balance between an individual's career needs and goals and the organization's need to get work done. Employee development programs like training make positive contributions to organizational performance.

Govt. Organizations like APSRTC is a transport service corporation that hires the employees to work at the operational level. The hired employees are trained about the Organization, their duties and responsibilities, its goals like increasing the occupancy ratio, maintaining human relations with passengers, preventing accidents, reduce the breakdown of buses, smoothly handling the passenger calls and efficiently providing IT services these all activities should be handled by operational level employees who are not highly qualified and are directly involved in providing service to its customers. A study is done from the employee's point of view about training practices held by APSRTC that are leading to attainment of individual as well as organization goals.

Key Words: Changing nature of work, Skilled & knowledgeable workforce, Employee development

INTRODUCTION

An employee development program must be well-thought-out, train for skills that are important to the company's strategic objectives and provide for a successive and progressive skill base. It can be attained by saying employees about training and development opportunities on campus and to create an annual development plan, stay informed of current policies and practices that support employee development and follow up with employees after a learning activity to integrate new skills and knowledge into their responsibilities of staff.

According to *Mel Kleiman* points out that, "the fundamentals of a good employee training program are: orientation, soft skills training, and technical skills training". These concepts are the general foundation for any employee development program.

In any industry the success of an organization is extremely dependent on its human resources. Although there are many other factors that play a key role, a company must have effective employees in order to stay financially solvent and competitive. In order to maintain this valuable commodity, organizations must be aware of employee satisfaction and retention. Many companies make the mistake of assuming that employees are only seeking

financial benefits for their jobs. This assumption overlooks the high importance many people place on the intrinsic benefits of their careers. It is not only a mistake for employee satisfaction and retention, but it also has negative business consequences. The training sector has been given a new impetus and focus during the last few years and the emphasis has been to evolve a new administrative set up with stress on competence, commitment and performance Training is the most important technique of human resource development

Training is an essential component in the overall strategy of efficient and cost effective service. The need for training of personnel to face the new and emerging task of planning and development and achievement of social economic objectives has been emphasized in successive five years plans. "Training is the organized procedure by which learning knowledge and skills of an employee for doing a particular job". The training sector has been given a new impetus and focus during the last few years and the emphasis has been to evolve a new administrative set up with stress on competence, commitment and performance The importance of human resource management to extent depends on human resource development. Training is the most important technique of human resource development. As stands

earlier, no organization can get a candidate who exactly matches with the job and the organization requirements. Many organizations, especially in government and academia, have created new employee training that is designed, exclusively or primarily, to provide mandated safety familiarization. Training needs can be assessed by analyzing three major human resource areas: the organization as a whole, the job characteristics and the needs of the individuals

Edwin B Flippo(1984) - says in his book that the training increases the knowledge and skills of an employee for doing a particular job well.

Proctor and Thornton (1989)- says in his book that the training is the intentional act of providing means of learning to take place.

Planty , M.C. Cord and Efferson (1979) – says in his book that the training is the continuous , systematic development among all levels of employees of that knowledge and those skills and attitudes which contribute to their welfare and that of that organisation.

An effective training program administrator should follow these steps:

- Define the organizational objectives.
- Determine the needs of the training program.
- Define training goals.
- Develop training methods.
- Decide whom to train.
- Decide who should do the training.
- Administer the training.
- Evaluate the training program.

Following these steps will help an administrator develop an effective training program to ensure that the firm keeps qualified employees.

Training should be evaluated several times during the process. Determine these milestones when you develop the training. Employees should be evaluated by comparing their newly acquired skills with the skills defined by the goals of the training program. Any discrepancies should be noted and adjustments made to the training program to enable it to meet specified goals.

Different training methods that can be adopted in an organization are Lecture methods, Group discussion, Case study, Role play, Instruments and interventions, Syndicate work, Executive – Questionnaire Analysis.

Training Practices at APSRTC for Employee Development

The origin of APSRTC dates back to June 1932, when it was first established as NSR-RTD (Nizam State Rail & Road Transport Department), a wing of Nizam State Railway in the erstwhile Hyderabad State, with 27 buses and 166 employees. During the past 74 years, it has registered a steady growth from 27 to 19,270 buses with 766 bus stations,

208 depots and 1,880 bus shelters. The APSRTC is facing several managerial problems like unscientific manpower planning, it has recruited more number of employees at all levels than its requirements. It also faces the problem of untrained personnel according to changes in the attitudes of the passenger's tastes and preferences for services. Stung by criticism over the increasing number of accidents involving APSRTC buses, the Corporation has decided to conduct yoga and meditation classes for drivers and conductors. The objective is to reduce stress and anxiety levels in the staff working under the city region and to improve performance, particularly of the drivers. The Andhra Pradesh State Road Transport Corporation has launched a massive re-orientation training programme "Bangaru Bhavita" for its staff in all the depots in the state on February 2007. The programme is designed to empower the employees and help re-orient their attitude and style of functioning so that they are better geared to face competition and also bring about an improvement in market share by providing a high-level of passenger satisfaction.

OBJECTIVES OF THE STUDY

The main objective of the study was to investigate the functional errors in APSRTC at the operational level. What steps are taken by the APSRTC corporation for the development of Professional competence among employees and to identify various kinds of training programs being organized and training methods followed that contribute to the goals of the organization.

METHODOLOGY

The Training strategies are investigated from employee point of view. The questionnaire method was used to record the responses, which was pilot tested involving 100 employees. Mahabubnagar and surrounded APSRTC Bus Depots under the Mahabubnagar District were selected as the locations for conducting the study. The study emphasized on Induction and Training Programmes Effectiveness and its effect on employee awareness, employee Perception and employee learning and performance through these training programmes. Employee opinions are collected about the Induction Programmes and job Training Programmes etc. A five point scale was used to measure the construct.

Sample design

It was convenient sampling and the drivers, conductors and mechanics were interviewed at the bus depots after taking the consent of Depot Managers. A descriptive Research Design is adopted to meet the said objectives. The opinions, perception and attitudes of employees towards Training were collected.

The data was collected mostly during the afternoon hours as it was convenient and comfortable time to the employees as they moved for the lunch.

Data Processing and Analysis

The data collected from the respondents were separated according to their category and were screened for any possible errors or incompleteness. Later, these data, which were in qualitative form, were converted into codes and those codes were entered into the computer in the spreadsheet form, Later, these spreadsheet data were processed with the help of SPSS statistical package.

In order to test the hypothesis, the independent and dependent variables were cross tabulated. Further to know whether the relationship exist between both the variables is statistically measured using X² (Chi-Square) tests.

Limitations of the Study

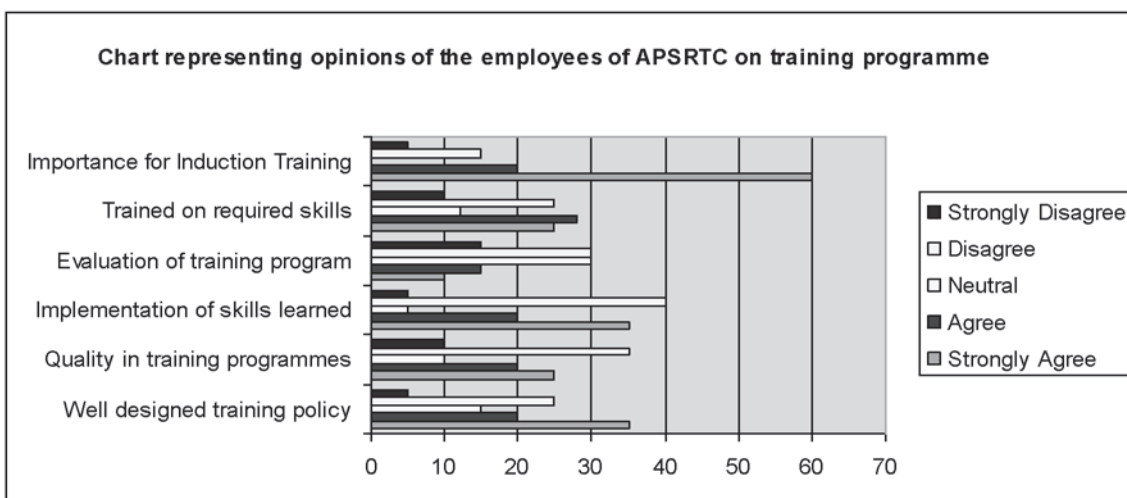
This being a study intended to discuss manpower training strategies adopted by the APSRTC to execute various duties and responsibilities at different levels of the organization from the employee point of view, it could not cover in detail the management of ownerships, and other related aspects of APSRTC which seem to have the potential of an independent and separate full length investigation.

Results

The APSRTC is one of the Government Transport systems. It generally Recruits and selects the employees to work for their corporation. Before sending those to their duties they are trained not only the new entrants but also the previous employees to upgrade them as per the organization

requirements. The APSRTC is maintaining a separate Zonal Training College for employees maintained by APSRTC and training is conducted under the guidance and supervision of the Principal and the Faculty. The Training is conducted for the various departments on their duties and responsibilities by the concerned faculty. Sometimes they even call the Professors and experts on various trainings from outside which will be helpful for the employees benefit. The training normally it takes place in the college in the class rooms, workshops and also outside depending on the job roles to be performed by the employees as it is highly related to provide the services to the passengers and the jobs are mechanical.

From the analysis it was evident that, most of the employees opined that the induction training and senior Management interest provides an excellent opportunity for newcomers to learn comprehensively about the norms, values, duties and responsibilities for a new employee. But the induction training was not periodically evaluated and improved .Mechanics, conductors and drivers are of the opinion that APSRTC is providing the technical Knowledge and Human relations competencies development through training in human skills but APSRTC does not provide time and a right kind of climate for the employees to prove their acquired skills and Knowledge from training. It was observed In-company programmes are handled by competent faculty from internal & external sources but the quality of in –company programmes were not excellent. It was found that APSRTC do not posses well-designed and widely shared training policy in the Organization as it is a government organization and much emphasis is not seen on training when considered to private service organizations.



CONCLUSIONS

Since the APSRTC is more of mechanical organization in nature. So, the employees working in this organization were skilled and semi-skilled. The profitability of the organization more depends on the performance of semi-skilled like mechanics, conductors and drivers. The educational background and culture demands regular updating of their skills, thus the training is inevitable and continuing activity in APSRTC. The most suitable methods like on the job training and workshops essential for enhancement of semi-skilled employee talent and vigor the entire study devoted to know the training given and the levels of employee involvement and its effect on employee awareness, employee Perception and employee learning and performance through these training programmes.

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