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**TRAINING AND MAN POWER DEVELOPMENT IN NORTH
EASTERN KARNATAKA ROAD TRANSPORT CORPORATION**B.Vijaya¹ and Kailaspathi²¹Professor, Department of Studies and Research in Commerce,
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B.Vijaya

ABSTRACT

Training is one of the chief methods of Human Resource Development and improving intellectual capital. So the quality of an organization's training affects its value. Untrained or poorly trained employees cost significantly than well trained employees do. Training affects employee retention and is a

valuable commodity that is viewed as an investment rather than as an expense and can produce high returns. Training is an organizational effort aimed at helping employees to acquire the basic skills required for the efficient execution of the functions for which they are hired. Development, on the other hand, deals with activities undertaken to expose employees to perform additional duties and assume positions of importance in the organizational hierarchy. Training is the act of increasing the knowledge and skill of an employee for doing particular job. The present study is carried out to know the effectiveness of training and development practices in North Eastern Karnataka Road Transport Corporation, to fulfil the objectives data has been gathered from 377 respondents randomly. It is found



that the most of the employees are satisfied with training and development programs adopted by NEKRTC, and the training and development programs helps in enhancing the knowledge to perform the job more effectively.

KEYWORDS :training, knowledge, manpower and development.**INTRODUCTION :**

Training is the process of teaching the new or present employees the basic skills they need to

effectively perform their jobs. Alternatively speaking, training is the act of increasing the knowledge and skill of an employee for doing his/her job. Thus, training refers to the teaching and learning activities carried out for the primary purpose of helping members of an organization to acquire and also to apply the required knowledge, skill and attitudes to perform their jobs effectively. Knowledge and skills development is vital to the healthy growth of organizations. Today, organizations are routinely valued not just on their physical but on their intellectual capital.

Training is one of the chief methods of maintaining and improving intellectual capital. So the quality of an organization's training affects its value. Untrained or poorly trained employees cost significantly more than well trained employees do. Training affects employee retention and is a valuable commodity that is viewed as an investment rather than as an expense and can produce high returns. Training is organizational effort aimed at helping employees to acquire the basic skills required for the efficient execution of the functions for which they are hired. Development, on the other hand, deals with activities undertaken to expose employees to perform additional duties and assume positions of importance in the organizational hierarchy. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skill for a definite purpose.

Training improves changes and moulds the employee's knowledge, skills, behavior and aptitude towards the requirement of the job and the organization. Training refers to the teaching and learning activities carried out for the primary purpose of helping members of an organization, to acquire and apply the knowledge, skills, abilities and attitudes needed by a particular job and organization. Employee development is the important sub-system of human resource development. Employee development is the specialized function and is one of the fundamental operative functions for human resources management.

PROFILE OF NEKRTC

Birth of North Eastern Karnataka Road Transport Corporation:

The Government of Karnataka under order No. HTD 65 TRA 99 (i) dated 04-08-2000, constituted a new Road Transport Corporation under section 3 of the Road Transport Corporation Act 1950, called North Eastern Karnataka Road Transport Corporation (NEKRTC) with its headquarter at Kalaburagi with effect from 15-08-2000. While inaugurating the Corporation the then Honourable Chief Minister of Karnataka Sri. S.M. Krishna remarked that, "the advent of the NEKRTC is a milestone in the development of the transport network in the Hyderabad Karnataka region." Inaugurating the NEKRTC, he hoped that "the decision of the State Government to split the KSRTC and constitute the NEKRTC would help to remove the feeling that the government was neglecting the region." NEKRTC having separated from KSRTC for providing "adequate, efficient, economic and properly coordinated road transport services" in the North eastern part of the state of Karnataka.

Availability of adequate, safe and comfortable passenger transport facility is a very important index of economic development of any country. Public transport provides the vital connectivity in a developing society. NEKRTC is operating 3718 schedules covering 12.74 lakh Kms. carrying 12 lakh passengers every day. NEKRTC is serving 92% of the villages in its area (3859 out of 4203) with transport facility. NEKRTCs Infrastructure- includes one corporate office, 09-Divisional offices, 47 Depots, 122 bus stands and 4356 buses.

STATEMENT OF THE PROBLEM

The present study is an attempt to review the HRD policies and practices in NEKRTC. This would enable to devise a comprehensive Human Resource Development so as to proactively function in the changing environment. Accordingly, the present work Training and Manpower Development in North Eastern Karnataka Road Transport Corporation has been undertaken. It is the era of competition due to the impact of LPG it is necessary for the NEKRTC to adopt the new techniques for optimum use of its resource.

OBJECTIVES OF THE STUDY

The following are some of the specific objectives set for the study:

- 1.To understand the concept of training and development
- 2.To study the purpose for attending training and development by employees
- 3.To know the effectiveness of training and development programs at NEKRTC
- 4.To offer suggestions based on findings of the study.

Hypothesis

The following are the specific hypotheses are framed for the present study.

H_0 : there is no significant association between education qualification versus training emphasis on skill, knowledge and attitude aspects in NEKRTC

H_a : there is no significant association between education qualifications versus the objectives of the training programmes in NEKRTC

SCOPE OF THE STUDY

The present study is confined to training and development programs adopted by NEKRTC, The study aimed at to find out effectiveness of training and development programs on the employees at NEKRTC.

METHODOLOGY

Researcher has adopted stratified random sampling method for the study. Both Primary data and secondary data are used to carry out the study. The Primary data is collected through questionnaire meant for the employees. Secondary data collected through NEKRTC annual reports published Magazines, NEKRTC Website Annual reports etc.

SAMPLE SIZE

The total sample size used for the study is 377 respondents; out of it 356 are Male respondents and 21 are Female respondents of NEKRTC taken by using Krejice and Morgan formula to select the samples.

PLAN OF DATA ANALYSIS

The complete data was checked, classified, numbered, tabulated, and the results were highlighted by preparing tables. Percentage was calculated wherever necessary for better analysis and interpretation.

Demographic Profile of the Respondents

The researcher has studied the socio-economic status of the employees in North Eastern

Karnataka Road Transport Corporation to identify their background. The factors taken into consideration in this regard are age, gender, marital status, religion, education qualification, job experience and income for the analysis purpose. A questionnaire was prepared with service aspects along with demographic factor. Copies of the questionnaire were handed over to the respondents and the filled in questionnaire were collected by the researcher. The data obtained by the survey is presented in tabular format.

Table No. 1
GENDER OF THE RESPONDENTS

Factors	Frequency	Percentage	Cumulative Percentage
a) Male	356	94.4	94.4
b) Female	21	5.6	100.0
Total	377	100.0	

Source: field investigation.

Table No. 1 provides information about the gender classification of the respondents. From the analysis of the table it is clear that 94.4 percent of the respondents are male and 5.6 percent of the respondents belongs to the female category. It indicates that corporation is dominated by male employees.

Table No-2
AGE OF THE RESPONDENTS

Factors	Frequency	Percentage	Cumulative Percentage
a) Below 25	33	8.8	8.8
b) 26-35	86	22.8	31.6
c) 36-45	149	39.5	71.1
d) 46 and Above	109	28.9	100.0
Total	377	100.0	

Source: field investigation.

It is evident from the table no.2 that a large number of NEKRTC respondents, belongs to the age group of 36-45 years, comprising 39.5 percent of the sample chosen, followed by 28.9 percent in the age group of 46 and above years, 22.8 percent of the respondents belong to the age group of 26-35. Interestingly, only 8.8 percentages of the respondents fall in the age group of below 25 years.

Table No-3
EDUCATION QUALIFICATION OF THE RESPONDENTS

Factors	Frequency	Percentage	Cumulative Percentage
Up to SSLC	106	28.1	28.1
ITI/ Diploma	79	21.0	49.1
PUC	141	37.4	86.5
Graduation	42	11.1	97.6
Post-Graduation	9	2.4	100.0
Total	377	100.0	

Source: field investigation.

Table No. 3 shows the educational qualification of the respondents. It is clear from the table that 28.1percent of the respondents are up to SSLC, followed by 37.4 percent of the respondents are having PUC qualification, 21 percent of the respondents are having technical educational background like ITI/Diploma, 11.1 percent of the respondents are having Graduation as their qualification and surprisingly, only 2.4 percent of the respondents are having post-graduation level of qualification.

Table No. 4
MONTHLY INCOME OF THE RESPONDENTS

Income in (Rs)	Frequency	Percentage	Cumulative Percentage
4001-8000	77	20.4	20.4
8001-12000	113	30.0	50.4
12001-16000	112	29.7	80.1
16000 and above	75	19.9	100.0
Total	377	100.0	

Source: field investigation.

It can be seen from the Table No.4 that a large number of the respondents belong to the monthly income group of Rs.8001-12000 with 30. Percent of the sample size, followed by 29.7 percent of the respondents belong to the monthly income group of Rs.12001-16000, followed by 20.4 percent belong to the monthly income group of Rs. 4001-8000 and 19.9 percent of the respondents belong to the monthly income group of Rs.16000 and above.

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Table 5
DESIGNATIONS OF THE RESPONDENTS

Factors	Frequency	Percentage	Cumulative Percentage
a) officer class I and II	4	1.1	1.1
b) Drivers	106	28.1	29.2
c) Conductors	102	27.1	56.3
d) Driver- Cum- Conductor	56	14.9	71.1
e) Mechanics	58	15.4	86.6
f) Administrative	46	12.2	98.8
g) others	5	1.3	100
Total	377	100.0	

Source: field investigation.

Table – 5 provides the information regarding the designation of the respondents in the North Eastern Karnataka Road Transport Corporation, majority of the respondents i.e. 28.1 percent are Drivers, 27.1 percent respondents are Conductors , 15.4 percent of the respondents are mechanics, 14.9 percent of the of the sample respondents are driver –cum- conductors, 12.2 percent of the respondents are under administrative category and it is interesting to note that class I and II and other designated respondents are only 1.1 percent and 1.3 percent respectively.

Table No.6
EXPERIENCES OF THE RESPONDENTS

Factors	Frequency	Percentage	Cumulative Percentage
a) Less than 10 years	219	58.10	58.10
b) Eleven to twenty	43	11.4	69.40
c) twenty one to 30	39	10.3	79.47
d) More than thirty	76	20.3	100.0
Total	377	100.0	

Source: field investigation.

It is evident form the Table No. 6 that the work experience of the respondents in NEKRTC. More than half of percent of the respondents, 58.10 percent of the respondents are having the work experience of less than 10 years, 20.3 percent of the respondents are having the work experience of more than thirty years, 11.4 percent of the respondents are having 11 to 20 years of service experience, 10.3 percent of the respondents are having 21 to 30 years services experience.

Table No.-7
The objectives of the training programmes

Factor	Frequency	Percentage	Cumulative Percentage
a) strongly Agree	157	41.64	41.64
b) Agree	67	17.77	59.42
c) Undecided	96	25.46	84.87
d) Disagree	29	7.69	92.56
e) Strongly Disagree	28	7.42	100
Total	377	100.0	

Source: field investigation

Table No. -7 shows an overall positive response when a question was asked with regard to If attend the training programme recently how for the objectives of the training programmes are in line with actual work situation in. 41.64 percent of the sample respondents revealed that strongly agree, 17.77 percent of the respondents said that agree, 25.46 percent of the respondents opined that undecided, 7.69 percent of the respondents disagree, opinion of the 7.42 percent respondents is strongly disagree.

Table No.—8
The authorities are involved in identifying the training needs

Factors	Frequency	Percentage	Cumulative Percentage
a)Very much true	241	63.9	63.9
b)Mostly true	81	21.5	85.4
c)Somewhat true	22	5.8	91.2
d)Not true Most of time	11	2.9	94.2
e)Not at all true	22	5.8	100.0
Total	377	100.0	

Source: field investigation

Table No. - 8 explains that the organizations authorities are involved in identifying the training needs of the employee's. Almost 63.9 percent of the respondents express their view that they are very much true, 21.5 percent of the respondents stated that mostly true, an equal 5.8 percent have the opined that somewhat true and not at all true, 2.9 percent of the respondents have expressed that not true most of the time

Table No. - 9
Up dated reading material is supplied during the training progmmes

Factors	Frequency	Percentage	Cumulative Percentage
a) Very much true	223	59.2	59.2
b) Mostly true	90	23.9	83.0
c)Somewhat true	46	12.2	95.2
d)Not true most of time	9	2.4	97.6
e)Not at all true	9	2.4	100.0
Total	377	100.0	

Source: field investigation

It can be observed from the Table No. – 9 that the updated reading material is supplied during the training programmes. Majority of the respondents .i.e. 59.2 percent respondents expressed their view as very much true, 23.9 percent of the respondents are of the opinion that they are having mostly true. Although 12.2 percent of the respondents opined that they are somewhat true opinion, an equal number 2.4 percent of the respondents are of the opinion not true most of the time and not at all true.

Table No.—10
Training emphasis on skill, knowledge and attitude aspects

Factor	Frequency	Percentage	Cumulative Percentage
a) Very much true	100	26.53	26.53
b) Mostly true	91	24.14	50.67
c) Somewhat true	143	37.94	88.61
d) Not true Most of time	32	08.47	97.08
e) Not at all true	11	02.92	100
Total	377	100.0	

Source: field investigation

Table No. - 10. show that opinion that during the course of the training programmes how much emphasis has been given to skills, knowledge and attitude aspects. About 100(26.53 percent) of the respondents expressed their view as that they are very much true, 91 (24.14 percent) of the respondents are of the opinion that they have mostly true. 143 (37.94 percent) of the respondents are of somewhat true response, where as 32 (8.47 percent) of the respondents response is that they are with not true most of the time opinion and finally 11 (02.92) percent of the respondents view as not at all true response,

Testing of Hypotheses

Education qualification v/s training emphasis on skill, knowledge and attitude aspects in NEKRTC

H₀: there is no significant association between education qualification v/s training emphasis on skill, knowledge and attitude aspects in NEKRTC

EDUCATION QUALIFICATION	training emphasis on skill, knowledge and attitude					Total	Pearson Chi-Square		
	Very much true	Mostl y true	Somewha t true	Not at all true most of the time	Not at all true		Value	df	Asymp. Sig. (2-sided)
a) Up to SSLC	29	29	42	4	2	106	34.046 ^a	16	.005
b) PUC	27	20	29	3	0	79	Null Hypothesis is Rejected		
c) ITI/Diploma	39	33	49	15	5	141			
d) Graduation	4	9	17	9	3	42			
e) Post Graduation	1	0	6	1	1	9			
Total	100	91	143	32	11	377			

Source: field investigation

From the above table it is evident that there is no significant association between education qualification versus training emphasis on skill, knowledge and attitude aspects in NEKRTC the X² value is 34.046 at 16 degree of freedom is more than critical value, hence their exists the relationship between educational qualification and training emphasis on skills, knowledge and attitude.

Education qualification v/s the objectives of the training programmes in NEKRTC

H₀: there is no significant association between education qualification v/s the objectives of the training programmes in NEKRTC

EDUCATION QUALIFICATION	the objectives of the training programmes					Total	Pearson Chi-Square		
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree		Value	df	Asymp. Sig. (2-sided)
a) up to SSLC	36	28	24	12	6	106	29.824 ^a	16	.019
b) PUC	31	16	18	6	8	79	Null Hypothesis is Rejected		
c) ITI/Diploma	64	11	45	10	11	141			
d) Graduation	22	8	8	1	3	42			
e) Post-Graduation	4	4	1	0	0	9			
Total	157	67	96	29	28	377			

Source: field investigation

From the above table it is evident that there is no significant association between education qualification versus objectives of the training programme in NEKRTC the x² value is 29.824 at 16 degree of freedom is more than critical value, hence their exists the relationship between educational qualification and training emphasis on skills, knowledge and attitude.

FINDINGS OF THE STUDY:

The following are some of the findings of the study:

1. It is found that majority of the respondents in NEKRTC i.e 94.4 percent are male and 5.6 percent of the respondents belongs to the female category.
2. It is found that a large number of NEKRTC respondents, belong to the age group of 36-45 years, comprising 39.5 percent, followed by 28.9 percent in the age group of 46 and above years, 22.8 percent of the respondents belong to the age group 26-35. Interestingly, only 8.8 percentages of the respondents fall in the age group of below 25 years
3. It is found that a large number of the respondents belong to the monthly income group of Rs.8001-12000 with 30. Percent of the sample size, followed by 29.7 percent of the respondents belong to the monthly income group of Rs.12001-16000, followed by 20.4 percent belong to the monthly income group of Rs. 4001-8000 and 19.9 percent of the respondents belong to the monthly income group of Rs.16000 and above.
4. It is found that the majority of the respondents i.e. 28.1 percent of the respondents are Drivers, 27.1 percent respondents are Conductors, 15.4 percent of the respondents are mechanics, 14.9 percent of the employees are driver cum conductors, 12.2 percent of the respondents are administrative category and it is interesting to note that class I and II and other designated respondents are only 1.1 percent and

1.3 percent respectively.

5.It is found that more than half of the respondents, i.e. 58.10 percent are having the work experience of less than 10 years, 20.3 percent of the respondents having the work experience of more than thirty years, 11.4 percent of the respondents are having 11 to 20 years of service experience, 10.3 percent of the respondents are having 21 to 30 years services experience.

6.Almost all the employees have positive opinion towards present training methods which is followed by the corporation.

7.Training and development programs of the corporation has positive impact on employees jobs in various ways like, increase in efficiency, lesser errors, high involvement. It helps to create positive results and good work environment in the organization.

8.Most of the employees require training in the areas like personality development, technical training and job oriented training programs

9.According to the employees the outcomes of the training programs are increases efficiency, updateds knowledge, improves interpersonal relation and career development.

10.During the training programs employees are facing various problems like, communication, subject oriented, and timing problems. In order to ensure 100% effectiveness, corporation has taken measures to overcome these problems.

11.Almost all the employees are very clear about the training programs and its objectives, well before attending training.

12.Most of the employees have attended training and development programs to upgrade their skills and knowledge levels.

SUGGESTIONS

The following are some of the suggestions:

1.The organization has to concentrate more on employees who are not satisfied with the present training methods; they have to be counselled to know their reasons for not being satisfied. So that effectiveness can be achieved.

2.The identification of the training needs should be done in view of fast changing technology, management practices and infrastructure.

3.A standard measures before and after each training program on level of knowledge, skills, attitudes and behaviour should be undertaken.

4.The corporation has to ask its employees to suggest types of trainings which they think is more helpful in achieving the organizational goals.

5.Train the employees in all areas like personality development, technical training, standard operating procedures etc. with that they can handle multi tasks and balance their pressures.

6.Employee's performance level should be considered for selecting employees for training programs.

7.Evaluation of training programs should be done regularly to keep a check on the limitations and drawbacks and ensure the success of training programs.

CONCLUSION

The training and development program adopted in NEKRTC is mainly concentrated on areas like quality aspects, job oriented trainings, technical skills and knowledge. Most of the respondents rated as good and excellent towards the overall quality and effectiveness of the training and development programs and satisfied with the present training methods. The company also has to concentrate on small percentage of respondents who are not satisfied with training programs and whom it has not

helped to overcome from their short comings or work related problems. Finally the training and development programs provided by North Eastern Karnataka Road Transport Corporation are found to be effective.

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