

A STUDY ON THE LEVEL OF HUMAN RESOURCE DEVELOPMENT THROUGH ZONAL TRAINING INSTITUTE (ZRTI) TO RAILWAY EMPLOYEES

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Abstract

Training is a curriculum that facilitates employees to gain knowledge or specific skills to progress performance in their existing position. Development is focused more on employee growth, augmentation and future performance, rather than an instantaneous job position. Zonal Railway Training Institute, (ZRTI) today has stood out to tune with our Hon. Prime Minister's vision of Digital India, to embark on the digital era in its extended history, in the Railways. Training is an ingredient of the Human Resource Development Programme which is repeatedly and constantly carried on along with the other human resource activities, such as recruitment, selection and compensation. This study focus to explore its objectives to analyse the Human resource development of the trainees who underwent the training in Zonal training Institute, Training Institute, (ZRTI) in Tiruchirappalli Division. Primary data were collected through survey method adopting questionnaire method using Rensis likert scale technique among 402 sample respondents (Railway Station Masters) by adopting Stratified Random Sampling method from the Station Masters who attended the training ZRTI. Secondary data was collected from the ZRTI centre, ZRTI website, department, journals, articles, newspapers, websites and magazines, unpublished thesis and websites. The collected data has been analyzed with the help of statistical package namely SPSS 20 by using statistical tool (SEM), Structural Equation Model.

KEY WORDS: ZRTI, Training & development, Human Resource Development.

INTRODUCTION

Zonal Railway Training Institute, (ZRTI) started in the year 1931 as a traffic training school and then it diversified its institute as Zonal Training School (ZTS) in the year 1962 framed with its formation of Southern Railway and it upgraded as Zonal Training Centre (ZTC) in the year 1992, and renamed its institute in the year 2003 as Zonal Railway Training Institute (ZRTI). This ZRTI in Tiruchirappalli Zone is known as ZRTI/TPJ is one of the Premium Training institutions in the Indian Railways, which imparts quality training to the existing staff and the newly or fresh recruits also. The senior faculties, experts and staff have contributed to a superior level for the intensification of this prestigious institute for the human resource development of the Indian railway employees.

VISION & MOTTO OF ZONAL RAILWAY TRAINING INSTITUTE (ZRTI)

- To develop organizationally effective personnel with pride in their work and faith in their Management.

- To progress into an advanced centre of learning for Railway Transportation and become a change agent through excellence in learning and quality in training of railway men and women and facilitate safe mode of travel to our clientele.

TIRUCHIRAPPALLI CITY

Tiruchirappalli City is a famous place in the South India located on the southern bank of the river Cauvery. The Rock Fort rising abruptly from the plains to a height of 83 meters in the centre of the city is a famous land mark. The district is well known as an educational centre. There are now 3 Revenue Divisions, 9 Taluks and 14 Community Development Blocks. There are 471 Revenue Villages. Out of this, 431 villages are inhabited in this district. The urban frame includes 1 Municipal Corporation, 3 Municipalities, 17 Town Panchayats and 10 Census Towns in Tiruchirappalli district. Tiruchirappalli Corporation has four zones; the selected zones are Srirangam zone, Ariyamangalam zone, Ponmalai zone and Abishekapuram zone.

STATEMENT OF THE PROBLEM

Training is a main component of the Human Resource Development Programme which focus on the overall development of an individual. The ZRTI training works for the continuous and constant support for the employees to impart knowledge and skill for their development on their job. Human Resource Development in a Rail Transport industry like Indian Railways is extricable linked with its philosophy of recruitment objectives. Railway department is a very large sector, where day by day leaps and bounds, problems of operation and management technical and complicated issues in operations need to be rectified on time to serve the public every second. Thus there is a high expansion in this sector, to provide good and peaceful journey to the passengers. ZRTI training is a cognizant effort made to improve or increase an employee's skill, power or intelligence and to develop his attitudes and scheme of values in a desired direction of its employees. Keeping in mind the significance of this study it is very important to explore the level of overall Human Resource development among the trainees in Zonal Railway Training Institute, (ZRTI) Tiruchirappalli division

SIGNIFICANCE OF THE STUDY

Training is very significant to gain knowledge and skill for the development in an organization with the assigned job practically to the employees. Training programme must be well designed and implemented as per the schedule according to the need of the employees.

Training is the creation of an environment where employees may acquire or learn specific, job related behaviours, knowledge, skills, abilities and attitudes. Development is based on the fact that an employee will need an evolving set of knowledge, skills, and abilities to perform well in the succession of positions encountered during his or her career. The career-long preparation of an employee for his series of positions is what is meant by employee development. Recognizing the importance of training in

Human Resource Development, Railways have established intricate training facilities and devised programmes for the training its officers and staff to facilitate them to perk up their skills and furnish them with knowledge of latest technological developments. A number of initiatives have also been taken to improve the quality of training programmes for Railway employees in order to progress their productivity for an overall human resource development among the trainers in Zonal Railway Training Institute, (ZRTI) in Tiruchirappalli Division.

SCOPE OF THE STUDY

Effective training programme add to the improvement of the employee efficiency and productivity for an overall human resource development. Thus this training programme motivates the railway employees to increase knowledge, skill and apply the practical education, for an overall human resource development. In order to remain its wheels continuously running and facilitate it to fulfill its established motto, strong and vigorous training programmes are indispensable to the employees of Indian Railways.

OBJECTIVES OF THE STUDY

The objectives of the study focuses to analyze the level of Human Resource development among the trainees towards overall development in Zonal Railway Training Institute, (ZRTI) in Tiruchirappalli Division

RESEARCH METHODOLOGY

This research is descriptive in nature which examines the HRD through ZRTI training among the railway staff who underwent the training in Zonal Railway Training Institute, (ZRTI) in Tiruchirappalli Division only. The training period for the Station Masters for the present study comprises of 402 employees ranges from various batches during the year 2016-2017. Primary data was administered to collect data through a well structured questionnaire using Rensis Likert's five point scales from 402 sample respondents using Stratified Random Sampling technique by adopting survey method. Secondary data has been obtained from the ZRTI centre, ZRTI website, department, journals, articles, newspapers, websites and magazines, unpublished thesis and websites. The collected data has been analyzed with the help of statistical packages namely SPSS 20 by using statistical tool, namely (SEM), Structural Equation Model.

STRUCTURAL EQUATION MODEL ON TRAINING AND DEVELOPMENT

Basic Introduction on SEM

Structural equation modeling (SEM) is a statistical modeling technique that combines factor analysis and multivariate multiple regressions. Structural equation provides estimation of multiple and interrelated dependence relationship and the capacity to stand for unobserved concepts in these association and explanation for measurement error in the estimation process. The primary aim of SEM is to explain the

model of a sequence of inter-related dependence associations simultaneously among a set of dormant (unobserved) constructs, each measured by one or more manifest (observed) variables. SEM is a multivariate technique which combines confirmatory factor analysis modeling from psychometric theory and structural equations modeling .

The variables used in the structural equation model are

I. Observed, endogenous variables

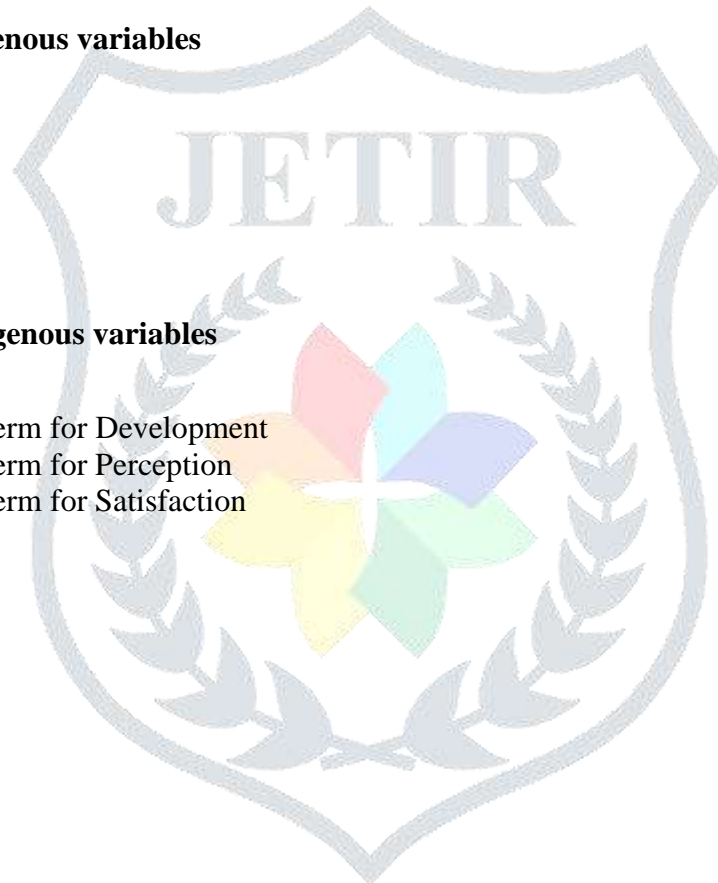
1. Development
2. Perception
3. Satisfaction

II. Observed, exogenous variables

1. Nature
2. Purpose
3. Staff
4. Content
5. Effectiveness
6. Safety

III. Unobserved, exogenous variables

1. e1: Error term for Development
2. e2: Error term for Perception
3. e3: Error term for Satisfaction



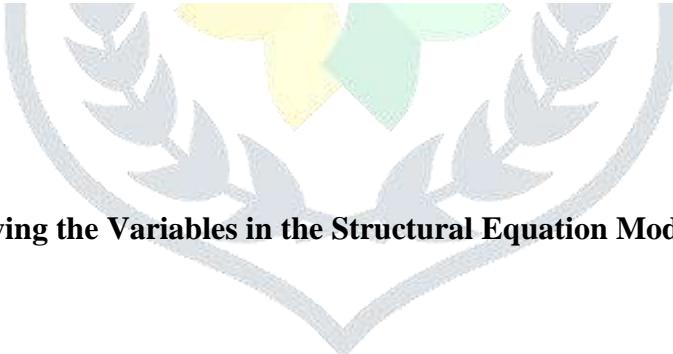
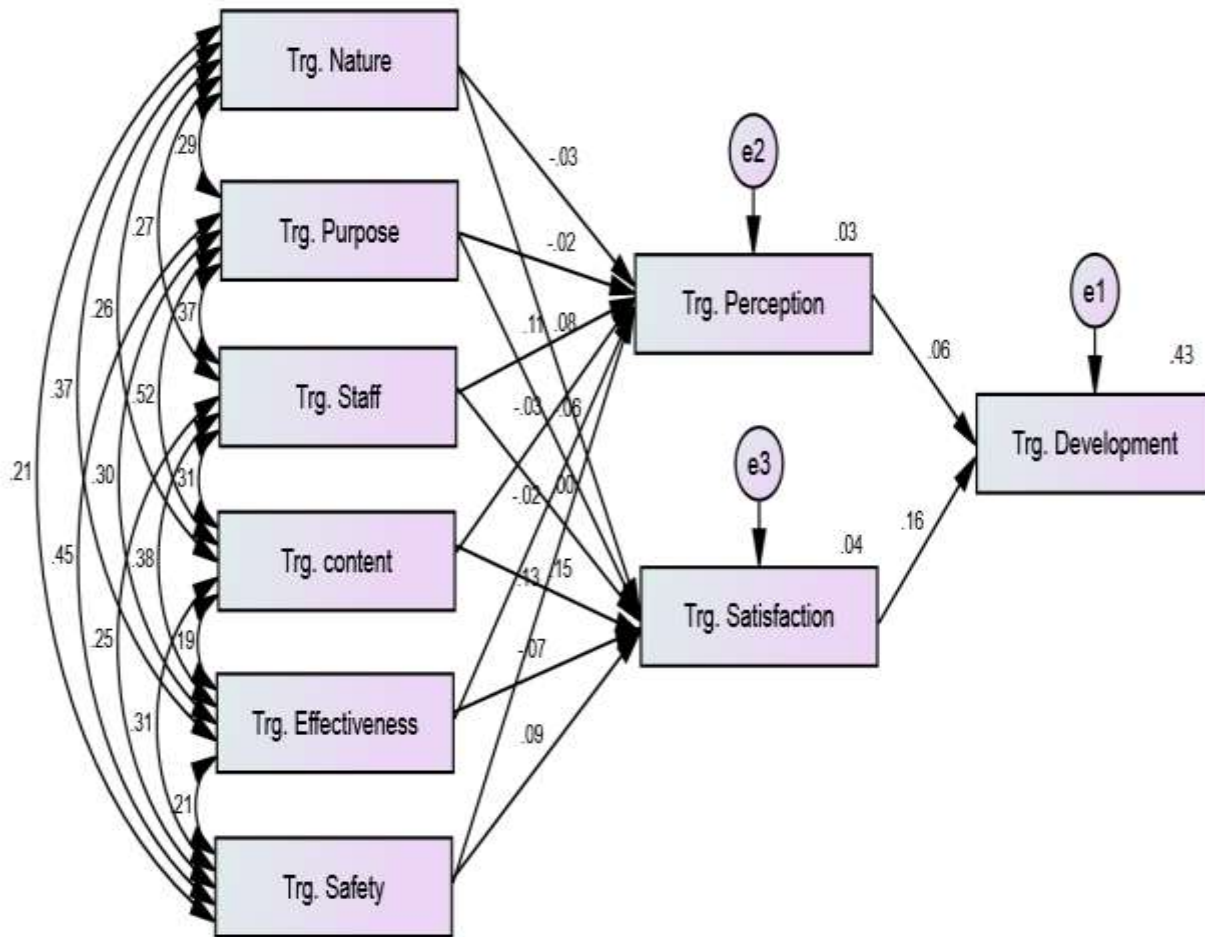


Table showing the Variables in the Structural Equation Model Analysis

Variables			Estimate	S.E.	C.R.	P
perception	<---	nature	-.030	.055	-.534*	.023
satisfaction	<---	nature	.086	.057	1.515*	.030
perception	<---	purpose	-.015	.064	-.239*	.011
satisfaction	<---	purpose	-.062	.065	-.949*	.042
perception	<---	staff	.111	.058	1.915*	.025

Variables			Estimate	S.E.	C.R.	P
satisfaction	<---	staff	.004	.059	.073**	.002
perception	<---	content	-.030	.059	-.509*	.020
satisfaction	<---	content	.152	.060	2.532*	.011
perception	<---	effectiveness	-.025	.057	-.442*	.038
satisfaction	<---	effectiveness	-.070	.058	-1.214*	.025
perception	<---	safety	.126	.055	2.301*	.021
satisfaction	<---	safety	.093	.056	1.664**	.006
development	<---	perception	.064	.049	1.297*	.014
development	<---	satisfaction	.160	.048	3.328*	.031

Note: ** denotes significant at 1% level

* denotes significant at 5% level

Here the unstandardized coefficient of -0.030 represents the partial effect nature of the training towards perception about training, holding factors of purpose, staff, content, effectiveness and safety as constant. The estimated negative sign implies that such effect is negative that perception would decrease by 0.030 for every unit increase in nature of training and this coefficient value is significant at 5% level. The unstandardized coefficient of -0.015 represents the partial effect purpose of the training towards perception about training, holding factors of nature, staff, content, effectiveness and safety as constant. The estimated negative sign implies that such effect is negative that perception would decrease by 0.015 for every unit increase in purpose of training and this coefficient value is significant at 5% level. The unstandardized coefficient of 0.004 represents the partial effect staff of the training towards perception about training, holding factors of nature, purpose, content, effectiveness and safety as constant. The estimated positive sign implies that such effect is positive that perception would decrease by 0.004 for every unit increase in staff of training and this coefficient value is significant at 5% level. The unstandardized coefficient of -0.030 represents the partial effect content of the training towards perception about training, holding factors of nature, purpose, staff, effectiveness and safety as constant. The estimated negative sign implies that such effect is negative that perception would decrease by 0.030 for every unit increase in content of training and this coefficient value is significant at 5% level. The unstandardized coefficient of -0.025 represents the partial effect effectiveness of the training towards perception about training, holding factors of nature,

purpose, staff, content and safety as constant. The estimated negative sign implies that such effect is negative that perception would decrease by 0.025 for every unit increase in effectiveness of training and this coefficient value is significant at 5% level. The unstandardized coefficient of 0.126 represents the partial effect safety of the training towards perception about training, holding factors of nature, purpose, content, staff and effectiveness as constant. The estimated positive sign implies that such effect is positive that perception would decrease by 0.126 for every unit increase in safety of training and this coefficient value is significant at 5% level.

Here the unstandardized coefficient of 0.086 represents the partial effect nature of the training towards satisfaction about training, holding factors of purpose, staff, content, effectiveness and safety as constant. The estimated positive sign implies that such effect is positive that satisfaction would increase by 0.086 for every unit increase in nature of training and this coefficient value is significant at 5% level. The unstandardized coefficient of -0.062 represents the partial effect purpose of the training towards satisfaction about training, holding factors of nature, staff, content, effectiveness and safety as constant. The estimated negative sign implies that such effect is negative that satisfaction would decrease by 0.062 for every unit increase in purpose of training and this coefficient value is significant at 5% level. The unstandardized coefficient of 0.004 represents the partial effect staff of the training towards satisfaction about training, holding factors of nature, purpose, content, effectiveness and safety as constant. The estimated positive sign implies that such effect is positive that satisfaction would decrease by 0.004 for every unit increase in staff of training and this coefficient value is significant at 1% level. The unstandardized coefficient of 0.152 represents the partial effect content of the training towards satisfaction about training, holding factors of nature, purpose, staff, effectiveness and safety as constant. The estimated positive sign implies that such effect is positive that satisfaction would increase by 0.152 for every unit increase in content of training and this coefficient value is significant at 5% level. The unstandardized coefficient of -0.070 represents the partial effect effectiveness of the training towards satisfaction about training, holding factors of nature, purpose, staff, content and safety as constant. The estimated negative sign implies that such effect is negative that satisfaction would decrease by 0.070 for every unit increase in effectiveness of training and this coefficient value is significant at 5% level. The unstandardized coefficient of 0.093 represents the partial effect safety of the training towards satisfaction about training, holding factors of nature, purpose, content, staff and effectiveness as constant. The estimated positive sign implies that such effect is positive that satisfaction would decrease by 0.093 for every unit increase in safety of training and this coefficient value is significant at 1% level.

Here the unstandardized coefficient of 0.064 represents the partial effect perception of the training towards development about training, holding factors of nature, purpose, staff, content, effectiveness, safety and satisfaction as constant. The estimated positive sign implies that such effect is positive that development

would increase by 0.064 for every unit increase in perception about training and this coefficient value is significant at 5% level.

Here the unstandardized coefficient of 0.160 represents the partial effect satisfaction of the training towards development about training, holding factors of nature, purpose, staff, content, effectiveness, safety and perception as constant. The estimated positive sign implies that such effect is positive that development would increase by 0.160 for every unit increase in satisfaction about training and this coefficient value is significant at 5% level.

Table showing the Model fit summary

Variable	Value
Chi-square value	1.690
p- value	0.125
GFI	0.950
AGFI	0.981
CFI	0.924
RMR	0.012
RMSEA	0.018

From the above table it is found that the calculated p- value is 0.125 which is greater than 0.05 which indicates perfectly fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.9 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is approximately 1 which means that it is a perfectly fit and also it is found that RMR (Root Mean Square Residuals) and RMSEA (Root Mean Square Error of Approximation) value is 0.012 and 0.018 which is less than 0.10 which indicated it is perfectly fit.

CONCLUSION

The ZRTI training programme is momentous or tremendously noteworthy for the Railway employees to revise and renew their skill and knowledge for an overall human resource development. This would facilitate in stirring the employee Trainees/ participants to realize, execute their responsibilities and employ the opinion and methods they have gained during the training programmes to handle their day-to-day work style operations.

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