CHAPTER - IV

HUMAN RESOURCE DEVELOPMENT IN INDIAN RAILWAYS
the employee is presently performing on the job and how the employee
can perform more effectively in the future so that the employee,
organization, and society will benefit. Aswathappa\textsuperscript{5} analyzed that the
Performance appraisal may be understood as the assessment of an
individual's performance in a systematic way. The performance being
measured against such factors as job knowledge, quality and quantity of
output, initiative, leadership, activities, supervision, dependability,
cooperation judgment, versality healthy and the like. Kimball and
Kimball\textsuperscript{6} observed that the performance appraisal is concerned with the
relative value of men as related to particular jobs. Flippo\textsuperscript{7} defined that
performance appraisal is the systematic, periodic and impartial rating of
employee's excellence in matters pertaining to his present job and his
potential for a better job. Carrel and Kuzmits\textsuperscript{8} observed that the
performance appraisal is a method of evaluating the behaviour of the
employee in the work spot, normally including both the quantitative and
qualitative aspects of job performance. L Loyed and Rue\textsuperscript{9} quoted that
'when properly conducted performance appraisal not only but the
employee know- well his performing but should also influence the
employee's future level if effort, activities, results and task directions.

Heyel\textsuperscript{10} observes that the performance appraisal is the process of
evaluating the performance and qualifications of the employees in terms
of the requirements of the job for which he is employed, for purposes of
the administration including placements, selection for promotion,
providing financial rewards and other actions which require differential
treatment among the members of employee performance appraisal assures
a special significance simply stated, it is systematic evaluation of the
personality and performance of each employee by his supervisors or
some others qualified persons. It is a systematic and objective way of
judging the relative ability of an employee in performing his/her tasks. It helps to identify those who are performing their assigned tasks well and those who are not and the reasons for such performance. Thus, it is concerned with differences among the individuals. It rates employees and their jobs and the basis of objective. Of the job ability to do the work assigned, work habits and personal characteristics, etc. Mc. Gregor says, “Formal Performance appraisal plans are designed to meet three needs, one of the organization and the other two of the individual namely,

i. They provide systematic judgments to back up salary increases, transfers, demotions or terminations.

ii. They are means of telling a subordinate how he is doing, and suggesting needed changes in his behaviour, attitudes, skills, or job knowledge. They let in know “Where he stands” with the boss.

iii. They are used as a base for coaching and counseling the individual by the superior.¹¹

Roland Bengamin¹² defines “performance appraisal determined who shall receive merit increases; counsels employees on their improvement; determines training needs; determines promotability; identifies. Moreover, it improves employee job performance; encourages employees to express their views or to seek clarification on job duties; broadens their outlook, capacity and potential; promotes a more effective utilization of manpower and improves placement; facilities selection, reward and promotion of the best qualified employee; prevents grievances and increases the analytical abilities of supervisors.”

Levinson¹³ has given three functions of performance appraisal;(i) it seeks to provide an adequate feedback to each individual for his or her
performance; (ii) It purports to serve as a basis for improving or changing behaviour toward some more effective working habits; (iii) It aims at providing data to managers with which they may judge future job assignments and compensation. He stresses the fact that the existing systems of performance appraisal do not serve any of these functions effectively but focus on 'outcome of behaviour'.

According to Cummings14 “the overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such appraisals achieve our objectives including the salary reviews, the development and training of individuals, planning job rotation and assistance promotion”.

Nature and extent of performance Appraisal

The nature of performance Appraisal provides the management with a systematic basis for effectively recognizing and evaluating the present and potential capabilities of human resources, related functions of promotion transfer and separation.

In Indian Railways periodically evaluate the performance of its employees. The employees are asked to rate whether Indian Railways is periodically evaluating the performance. The responses are given in table 4.1. The respondents rated 3.34 which is more than moderate extent. It reveals that the performance of employees is evaluated periodically. The evaluation of employee's performance is done to know their mentality and how they are performing at their job work.
### Table 4.1 - Nature and Extent of Performance Appraisal

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Performance is being evaluated by the Indian Railways periodically.</td>
<td>3.34 (0.670)</td>
</tr>
<tr>
<td>2.</td>
<td>Record of performance evaluation is maintained by the Railways</td>
<td>2.63 (0.630)</td>
</tr>
<tr>
<td>3.</td>
<td>Performance appraisal review of the report is effective.</td>
<td>3.66 (0.623)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire  
Note: Figures in Parenthesis are Standard Deviation

After performance appraisal the appraisal reports should be properly maintained. When asked whether Indian Railways is maintaining performance records. The employees weighted average is 2.63. It explains that records are maintained but not given much importance. Hence it is suggested the records are maintained to avoid the problems while evaluating.

The report of performance appraisal should be effective because the evaluation of the employee’s activities and their job satisfaction. These reports play a vital role in performance appraisal. The respondents given the weighted average rate of 3.66 which is more than moderate extent. It explains that performance appraisal review of the report is effective.

**Performance Appraisal Feedback to employees**

In Indian Railways the superiors/managers give feedback to their employees, regarding their performance. In the table 4.2 the respondents
rated 1.92 which is below small extent. It means that the feedback is not given by the managers to the employees. It is suggested that the employees feedback should be given to them so as they will know about their performance in their job.

Table 4.2 - Performance Appraisal Feed

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Employees are getting feedback from their superiors/managers about their performance.</td>
<td>1.92 (0.546)</td>
</tr>
<tr>
<td>2.</td>
<td>Feedback helps to know the strong/weak areas of performance to plan for improvement.</td>
<td>2.15 (0.672)</td>
</tr>
<tr>
<td>3.</td>
<td>Performance discussions are held between manager and employees to plan for achievement.</td>
<td>1.10 (0.674)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard Deviation

The purpose of feedback helps to know the strong and weak areas of performance to plan for improvement. In order to know how far the purpose of feedback is given to employees. In the survey, the respondent rated 2.15 which is just above to small extent. It explains that feedback to employees is not given to by managers. Hence, it is suggested feedback should be given to employees so that they will know the week and strong area of their jobs. It helps in the improvement of employee performance.

To achieve the targets of Indian Railways performance discussions should be are held between manager and employees. In an enquiry it is found that the respondents rated as 1.10 which is below the small extent. It explains that performance discussions are not discussing between the
superiors. Hence it is suggested that performance should be discussed between the employees and managers for the Indian Railways achievement in various strategies.

**Employee potential and development**

The employees of any organization may have some potential. This should be recognized by management and develop for the well being of organization. Employee potential and development:

Employee development is not just the responsibility of the employee. In today's diverse workforce, business practices have evolved to reflect economic competitiveness in developing and retaining talented employees. Organizations are continually seeking new solutions to assess, understand, and strategize employee development. One of the greatest challenges faced by managers is the strategic personal development of their employees in order to ensure effective use of their talent. To properly manage this vital resource, they must identify their challenges and then implement employee development and training for improvement. Profiles International's employee development solutions will help managers effectively manage, motivate, and empower employees.

Whether Indian Railways opportunities for the utilization of inner potentials of the employees is assessed for the achievement. To know how far this is considered in Indian Railways the respondents rated 1.89 in the table 4.3 which is just below to small extent. It explains that Indian Railways is not utilizing the inner potentials of the employees. Hence it is suggested Indian Railways to recognize inner potential of
employees and utilize the knowledge to implement in various sectors for the growth and the development of Indian Railways.

Table 4.3 - Employee Potential and Development

<table>
<thead>
<tr>
<th>S. No</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Whether the Railways is creating Opportunities for the utilization of inner potentials of the employees.</td>
<td>1.89 (0.650)</td>
</tr>
<tr>
<td>2.</td>
<td>Whether the Railways is investing adequate time and resources for the development of employees.</td>
<td>1.79 (0.591)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard Deviation

The Indian Railways should spend time and resources for the development of employees. The employees rated as 1-79 for this. This is below small extent. It explains that Indian Railways is spending less time with employees for their development. It is suggested that for the development of Indian Railways services the railways should spare time and resource for the development of employees to achieve the goals of the employees.

Performance appraisal and promotion policy

An opportunity for academic staff to summarize their performance, proposes objectives for the following year, and discusses personal career development, personal development and advancement, the provision of effective feedback about performance, the provision of clear expectations regarding duties, and the provision of clear guidance for academic staff on what is expected of them in terms of performance, Guidance for
probationary staff during their probationary period and towards their mid-term review, Recommendations regarding continuing appointment, promotion, mid-term review, Special Studies Program (SSP) and incremental progression, the enhancement of individual and organizational performance, the aligning of individual objectives with the strategic objectives of the Organization Unit, and workload requirements, the identification of organizational and/or operational changes which might be necessary to enable individuals to enhance their performance, and to enable the Organizational Unit and hence the whole University, to enhance its efficiency and effectiveness, the furthering of University's equal opportunity objectives.

In Indian Railways performance appraisal system for employees is to meet the requirement under promotion policy. This has to be implemented and executed for doing better performance in their job work. This is to be done to know the employees requirements. In the survey the respondents related 1.59 in table 4.4 for the question whether performance appraisal system for employed meets the requirement of promotion policy. The rating is below small extent. It means that the requirement of promotion policy is not taken care properly under performance appraisal. Hence it is suggested that performance appraisal should be designed in such away that it will meet the requirement of promotion policy.
Table 4.4 - Performance Appraisal and Promotion Policy

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Whether performance appraisal system for employees is to meet the requirement under promotion policy.</td>
<td>1.59 (0.588)</td>
</tr>
<tr>
<td>2.</td>
<td>Promotion to higher cadre is linked to work performance.</td>
<td>1.56 (0.671)</td>
</tr>
<tr>
<td>3.</td>
<td>Whether the Performance Appraisal is identifying the developmental needs of Employees.</td>
<td>1.79 (0.868)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire

Note: Figures in Parenthesis are Standard Deviation.

The promotion in Indian Railways linked to work performance and the achievements done by the employees. In order to know whether promotions are linked to work performance a question is asked. The respondents given weighted average of 1.56 which is less than small extent. As such it explains promotion is not linked with work performance. It is linked with service of the employee. Hence it is suggested that promotion of employee should link with performance of work because the talented employees would lose the opportunity of promotion to higher cadres.

In Indian Railways performance Appraisal is to identify the development needs of employees. While evaluating the employees the basic needs should be identified and implemented for the development of employees. The respondents asked whether Performance appraisal is identifying developmental needs the employees rated 1.79 which is just below to small extent; it assumes that performance appraisal is not
identifying developmental needs of employees. Hence, it is suggested that the performance appraisal should identify the developmental needs of employees. This will help the organization for the design of training.

Training

Training refers to imparting of specific skills abilities and knowledge to the employees. Training is defined as “any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitudes or increasing the skills and knowledge.”

Training in Indian Railways

The Zonal Railway Training Institute, a premier training centre of Indian Railway and the biggest of its kind in Asia, situated amidst lush greenery in a vast area with its simple, but impressive arc shaped building and pleasant campus lay-out is in tune with the aesthetics of the City of Lakes. The Zonal Railway Training Institute was inaugurated by Dr. Rajendra Prasad, the first President of the Indian Republic in 1956 AD and since its inception it has been the Alma Mater of numerous railway men and has undergone significant developments in course contents and training methodology. The miniature Working Models of Stations and Trains available in the vast Model Room of the Centre for training the staff are also a source of attraction and knowledge to the people. The Indian Railways is the largest civilian employer in the world at approximately 1.6 million employees and 1200 officers from the line and staff management organization. The training of all the cadres is entrusted and shared between six Centralized Training Institutes.
The Training Institutes

1. Indian Railway Institute of Transportation Management, Lucknow for officers of the Traffic department
2. Indian Railway Institute of Civil Engineering, Pune for civil engineers,
3. Indian Railway Institute of Signal and Telecommunications Engineering, Secunderabad for engineers of S&T department,
4. Indian Railway Institute of Mechanical and Electrical Engineering & Jabalpur Gymkhana, Jabalpur for mechanical engineers
5. Indian Railway Institute of Electrical Engineering, Nasik for Electrical Engineers,
6. RPF Academy, Lucknow for officers of the Railway Protection Force and
7. Railway Staff College, Vadodara functions as the apex training institute for the officers of all departments in general and Accounts, Personnel, Stores and Medical departments in particular.

1. **Indian Railway Institute of Transportation Management**

   IRITM is a technical institute run by the Indian Railways. It was set up in 2003 to impart training to probationary officers of the Indian Railway Traffic Service (IRTS), and to in-service railway officials in the areas of Supply Chain Management (SCM), logistics, aviation, ports and shipping, highways and railways. It is based in Lucknow.

2. **Indian Railway Institute of Civil Engineering**

   IRICEN is the training institute for the Civil engineers of the Indian Railways. The institute had a modest start in 1959 as the Permanent Way Training School for training entry level Civil engineers.
It is now a Centralized Training Institute and trains officers of the IRSE cadre of the Indian Railways.

Over the years, advancement in track and bridge technology led to the upgrading of the institute to cover track, bridges and other modules that a Railway Civil Engineer encounters. The name of the Institute underwent changes as Indian Railways Institute of Advanced Track Technology in 1971 and Indian Railways Institute of Civil Engineering (IRICEN) in 1985.

A number of additional wings housing state-of-the-art laboratories and model rooms have been added over the years giving it the present shape. Today fresh entrants rub shoulders with seasoned and hardened veterans in their common pursuit of development and up gradation of knowledge and skills.

Located in the historical and cultural city of Pune, IRICEN imparts training to up to 100 engineers/managers at a time. Engineers from railways of the developing countries as well as other government departments/private organizations are also trained. The training programmes are generally residential in nature. Available infrastructure for conducting various training programmes includes a well-stocked technical library, computer centre, material testing laboratory, model room/museum, hostel, mess and recreational facilities for the trainee officers.

For achieving excellence in training, IRICEN has obtained ISO 9001-2000 certification. As per letter of certification issued by M/s. Det Norske Veritas (DNV) Holland (the certifying body), the certificate is effective from 9 December 2003 to 9 December 2006.
Vision of Indian Railway Institute of Civil Engineering

To be a leader in imparting training in the areas of Rail technology and Railway specific civil engineering through highly competent faculty and best in class teaching aids and infra structure

We envisage a self sufficient IRICEN working as an independent profit center head. This will be achieved by implementing a Marketing strategy focused on obtaining business by training of contractors dealing with Indian Railways and foreign organizations.

We shall take up computerization in a big way in both technical and managerial areas and play a major role in finalization of practices of Indian Railways so as to achieve the overall vision of Indian Railways.

3. The Indian Railway Institute of Signal Engineering and Telecommunications

IRISET is an Institute based on Signal Engineering and Telecommunications. Located in Secunderabad, this institute is run by the Ministry of Railways (India), Indian Railways in 1957 as a subsidy of Indian Railways. Setup in 1957 by the Ministry of Railways, Government of India, to cater to specialized training needs of their own staff and officers in the field of Railway Signaling and Telecommunication, the Institute today caters to the needs of the entire Afro-Asian region.

Located in the southern part of India in Secunderabad adjoining the capital city of Hyderabad in Andhra Pradesh, the Institute is spread over about 28.3 hectares. IRISET provides initial as well as advanced training, theory as well as hands on, in Railway Signaling and Telecommunications. It caters to the specialized training needs of the
Indian Railways staff and officers in Railway Signaling and telecommunication. It also trains officials of Foreign Railways.

Library

Our Technical Library has about 28000 books on various subjects. A wide collection of Railway Signaling and Telecommunication books are available here. We have also subscribed to various technical journals and periodicals of India and abroad. An audio video section is available here so that trainees can view various technical films. For the benefit of trainees they keep the library open from 0900 hours to 1800 hours on working days and from 0900 hours to 1730 hours on Saturdays. Sri A. Gunaseelan is our Assistant Library and Information Officer. IRISET, being under Ministry of Railways also propagates the use of Hindi, our Rajbhasha. We have a Hindi Library christened Maithli Sharan Gupt Library. This library has a number of books on Hindi literature and provides an opportunity for the trainees to get acquaintance with the large literature in Hindi. There are many books in Hindi on general subjects as well as fiction. Many magazines are subscribed here for use by trainees.

4. The Indian Railways Institute of Mechanical and Electrical Engineering

IRIMEE had humble beginnings, when it started in 1888 as a technical school attached to the Railway Locomotive Workshop Jamalpur of the East Indian Railway. In 1905, this Technical School started the Apprentice Mechanics Scheme for Anglo-Indians. At the end of the five year apprenticeship, the Apprentice Mechanics were appointed as Assistant Foremen or Assistant Superintendents on the East India Railway. The scheme was extended to cover other Indians, in 1911.
It came into national prominence when it started the training of Special Class Railway Apprentices as Mechanical and Electrical engineers, in February 1927. In 1974, the school was made a Centralized Training Institute (CTI), renamed as Indian Railways Institute of Mechanical & Electrical Engineering, and brought under the direct control of Railway Board. It is, therefore, the oldest of the CTIs. The hostel for the Special Class Railway Apprentices is the Jamalpur Gymkhana. In 1988, the training of IRSME probationers was centralized under the control of Director, IRIMEE but with HQ at Kharagpur, where there was an Officer on Special Duty (OSD) co-coordinating the training with the Director. From 1997, HQ of IRSME Probationers was shifted to Jabalpur.

Location

During the era of Mahabharata, Munger was the capital of Anga Pradesh ruled by Karna. Munger was also the seat of Mir Kasim, Nawab of Bengal, who fought the East India Company here.

The place had traditional skills of making firearms, and hence selected by the East Indian Railway for one of its earliest workshops. The location selected was at the foothills of Rajmahal range (a part of Chhota Nagpur Plateau), which was high enough to survive any threat of floods from the Ganges, and the hills secured it against any organised attack from an army. The location had a tomb of Baba Jamal Saheb, after whom the place was called Jamalpur. Jamalpur Workshop was established more than 138 years ago, on 8 February 1862. it is one of the best job opportunities.
Courses and Activities

IRIMEE conducts short term courses for IRSME Officers and other Organizations, viz. 4 Years of Theoretical and Practical training of Special Class Apprentices leading to a Bachelors Degree in Mechanical Engineering. The course work is slanted towards the Railways needs. So it has strong emphasis on Industrial Engineering & Production Engineering. This is achieved through a Thick Sandwich course with Alternating Classroom (School Session) and Practical (Shop Session) Training, Term papers and project based on assignments in the Workshop, Credit courses at other Universities & Colleges, Final year project involving design and manufacture, Professional courses for serving officers and supervisors of Mechanical Engineering Department, 78 weeks of Training for IRSME Probationers. And also Introductory courses for Probationers of other departments, Special Courses for Non-Railway Organizations and Foreign Railways.

5. Indian Railway Institute of Electrical Engineering

Indian Railways has set up this Institute at Nasik Road for imparting training to newly appointed officers of Indian Railway Service of Electrical Engineers (IRSEE) , recruited through Indian Engineering Services Examination conducted by UPSC, New Delhi. In addition, IRIEEN also conducts training courses for the serving electrical engineers of Indian Railways.

The Institute has been set up in the year 1988 at Nasik Road for imparting training to Electrical Engineers of Indian Railways. It is located at Nasik Road, about 188 Kms northeast of Mumbai. The Institute is headed by the Director. He is assisted by nine faculty members, who are
drawn from the field having practical experience as well as technical qualifications

As laid down by the Board the Institute imparts training as a statutory measure to:

1. The IRSEE Probationers who are to be given eighteen months training.
2. An integrated orientation course for Group - B- Officers in all aspects of the working of the Electrical Department before their absorption in Group - A- services.
3. A Senior Professional course to be given to JA grade officers prior to there being considered for promotion to Selection Grade.

In addition the above, short term special courses are also being conducted throughout the year on specialized subjects with the latest technical know-how and as requests received from zonal railways. With the commitments ranging across many facets of electrical engineering applications, IRIEEN is becoming increasingly aware of its role in training officers in state of art technology. Courses covering most aspects of railway electrical engineering from basic to advanced levels are held throughout the year. IRIEEN is flexibly responding to rapid changes of today and preparing engineers for a new era. For achieving the above objectives IRIEEN has developed world class infrastructure.

6. The **Railway Protection Force Academy** is a training institute run by the Indian Railways to impart training to new joiners to the Indian Railway Protection Force (RPF). It was established in 1955 at Lucknow, and has since been renamed to Jagjivan Ram RPF Academy.
in honour of the Indian freedom fighter and former Deputy Prime Minister.

Railway Staff College

Railway Staff College is the management training institute for the officers of the Indian Railways. The college trains not only newly appointed officers but also senior managers and executives. The college also trains officers of other Group A services of the Government of India. The college is currently housed in the Pratap Vilas Palace, Vadodara.

The college was founded in 1930 at Prem Nagar, Dehradun District, and then shifted to its present regal sylvan surroundings at Vadodara, in 1952. It is housed in the Pratap Vilas Palace (built in 1914 AD) surrounded by lush green lawns and designed by C.F. Stevens in the renaissance style. The property comprising 55 acres (220,000 m²) of garden and wooded land, enlivened by the calls of peacocks and migratory birds, was purchased from the Gaikwads (erstwhile rulers) of Vadodara.

Role of Railway Staff College

Indian Railways is a very important segment of the country's transport infrastructure celebrating 150 glorious years of their existence and keeping pace with changing times the railways will be an integral part of India's infrastructure planning for the new millennium. The Indian Railways have a competent, hard working and highly skilled workforce of about 1.5 million with tremendous potential to excel in almost all the professional areas even on a global basis.

An efficient transport infrastructure is a very crucial asset for social and economic development of a country. Personal mobility for work,
study and leisure, efficient and economical distribution of resources and produce are the essential requirements of modern day living. Recognizing this the tenth five year plan gives importance to increasing the operational efficiency, productivity of existing assets and major policy reforms including rationalization of freight and fare structure to facilitate our qualitative reform and development of railway system to face the major challenges which are before the Indian Railways today.

Human resource is the most important resource of any organization whose efficiency determines success. Therefore, development of this resource is of prime concern for Indian Railways. Indian Railways employs over 6.0 lakhs group ‘D’ staff, about 9 lakhs group ‘C’ staff and 15,000 group ‘A’ and group ‘B’ officers including over 3000 medical officers. The training of non-gazette staff is organized at various System, Technical and Divisional Zonal Training Schools on the Zonal Railways itself. There are 169 training centres located across the railway system for meeting the training needs of non-gazetted staff. Training of officers is conducted at six Centralized Training Institutes (CTIs) as already explained.

Indian Railways is the veritable lifeline of the nation, considering its contribution to huge transportation effort required for moving FREIGHT and PEOPLE across the length and breadth of the country for the SOCIAL, TECHNOLOGICAL, ECONOMIC, and POLITICAL DEVELOPMENT. Railway Staff College acts as a FRIEND, PHILOSOPHER and GUIDE of the Railway Officers in their appreciation of this huge Indian Railways Organization so that they can play a positive role in bringing about improvement, to keep pace with the changing environment.
Infrastructure

Learning Aids

The spacious rooms in the palace are used for formal learning, seminars, workshops, tutorials etc. All the rooms have been equipped with the necessary electronic audiovisual and other aids. Library complex houses the Library stocked with over 50,000 books, 15000 journals, reports, 8,650 Hindi books and over 103 periodical magazines are procured. Computerized referral facility is available for choosing the book, besides scanning. There is a Self learning audiovisual section equipped with TV/VCRs, and Multimedia PCs, and the College has now stock of audio and audiovisual tapes, switched over to user friendly Windows 2000 software and matching hardware in the computers. All the Computers have Hindi fonts encouraging the use of Rajbhasha. The College has the state-of-act computer facilities for surfing in Cyberspace, through its 2 MBPs VSNL Link.

Model Room And Auditorium

In order to provide working knowledge of train operations and the basic Safety principles the officers undertake individual and group exercises in the Model Room which has 18 stations of different types with varying signals interlocking systems and simulation facilities. In the same complex is the multipurpose auditorium convenient for larger assemblies, seminars, and cultural activities.

Hostels

Two hostels in the campus provide comfortable lodging up to 230 officers. Recreation facilities, lounges, reading rooms, television,
C.D. music system, video and indoor games like billiards, table tennis etc. are available.

**Mess**

The combined mess, managed by the trainee officers collectively, is equipped with the modern gadgets and tastefully furnished. The concept of TQM was put into practice for all round improvement of the mess facilities. It is possible to cater for all the guest officers in the dining hall less than one roof.

**Medical Cover**

Comprehensive medical cover is provided to the inmates of the campus through the Health Unit headed by a Divisional Medical Officer, assisted by necessary paramedical staff and back up provided by the Divisional Hospital located about 1.5 km. from the campus. Recently the facilities in the Health Unit have been upgraded to provide better diagnostic equipments which are user-friendly.

**Sports And Recreation**

Great importance is attached to the physical fitness of the officers and team spirit achieved on the courts and play grounds. There are 2 flood lit lawn tennis, 5 wooden floored indoor badminton, squash, basketball and volleyball courts. Yoga which provides balanced physical and mental development has become popular. The swimming pool is also well patronized. In order to develop the artistic and cultural talents of the inmates of the campus cultural events are organized frequently and jointly by the trainee officers, the faculty and members of their families.
Office

The concept of office automation and simplification of procedures has been put into practice. There is no typewriter in the campus and the entire faculty and clerks are working on computers with the latest software. Most of the software is Bilingual.

Housing & Campus

The entire faculty and most of the staff are housed within the campus providing good opportunities for interaction among them. The Railway Institute is the cultural hub of the campus. The RSC Women Welfare Organization runs a primary school in the campus to look after the educational requirements of the children. The campus is protected with a boundary wall and the three gates are manned by the RPF personnel.

Research, Development, and Standards Organization

RDSO is IR's premier R&D facility. It is located at Manaknagar, Lucknow. RDSO is tasked with controlling and standardizing all equipment used by IR, and coming up with new designs for equipment in line with IR's projected needs. RDSO's originated with the merger of two different organizations. The Central Standards Office (CSO) was established in 1930, and the Railway Testing and Research Centre (RTRC) were established in 1952. In 1957 these two were combined to form RDSO. Since then, RDSO has come to be in charge of all R&D work for IR. RDSO is responsible for setting out design specifications for all rolling stock, including locomotives, wagons, and coaches, as well as traction systems, track structure, and pretty much everything within the IR system. RDSO is also in charge of technical approval of all imported
technology and equipment or materials, and it undertakes trials and testing of all such items before they are brought into regular service by IR. Additionally, RDSO also continuously carries out various kinds of testing and monitoring of existing IR equipment, including speed and oscillation tests, track monitoring, traction system monitoring, adherence to safety and technical specifications, etc.

RDSO is organizationally divided into several directorates, one each for a specific technical area such as signalling, telecommunication, track technology, bridges and other permanent way structures, coaching stock, wagons, etc. RDSO laboratories include: Air Brake Laboratory, Brake Dynamometer Laboratory, Beam & Slab Laboratory for work on structural mechanics, Diesel Engine Development Laboratory capable of testing diesel engines from 100hp to 6000hp with computerized systems to record 128 system parameters at once, Psycho-technical and Ergonomics Laboratory for issues concerning psychological assessments and stress management for IR staff, Fatigue Testing Laboratory, Metallurgical & Chemical Laboratory, Signal Testing Laboratory for testing all kinds of signal equipment, block instruments, etc., Track Laboratory, and a Vehicle Characterization Laboratory. RDSO has recently been given the administrative status of a zonal railway to give it some independence in its projects and operations.

RDSO has a test track near Tundla that is used for carrying out real-world tests and trials of rolling stock. Current [2/05] work at RDSO is focused on the development of lighter wagons capable of higher speeds, and high-speed passenger coaches, along with numerous projects for incremental improvements to existing equipment designs.
Other Organizations

The Indian Railways Central Organization for Telecom Consultancy or IRCOT was set up in 1986 to provide telecommunications expertise. The organization was set up as an offshoot of the Freight Operations and Information Systems (FOIS) project, when the need was felt for a separate body to work on reduced cost proposals for the telecommunications segment of FOIS. For that project, IRCOT planned the initial deployment of the microwave digital links along the Golden Quadrilateral routes and also the implementation of short-haul digital UHF/TDMA links for many other routes. After these initial efforts, IRCOT has been working on designs of telecom projects in several of the zonal railways, especially NR. The Central Organization for Operations Information Systems (COOIS) was set up at the same time as IRCOT in 1986, to focus on the computer systems and information technology requirements of the FOIS project.

The Centre for Railways Information Systems (CRIS) was set up in 1986 at Chanakyapuri, New Delhi, to be the main coordinating agency for all computer-related activities of IR. It is tasked with designing and developing IR's information technology infrastructure (and is behind the implementation of many of the public and internal web sites of IR). CRIS originally worked on the FOIS project. More recently, it has played the central role in designing and implementing various ticketing and reservation computerization projects (PRS, NTES, UTS, Internet and telephone booking, IVRS, etc.).

The Central Organization for Railway Electrification (CORE) was set up in 1979 at Allahabad to be the central agency directing the development of electric traction on IR's network. It was formed by the
reorganization and consolidation of earlier agencies that had been working from 1961 onwards on various electrification projects. It has eight major regional project units at Ambala, Bhubneshwar, Chennai, Danapur, Lucknow, Ranchi, Udhna, and Vishakhapatnam.

The Centre for Advanced Maintenance Technology, Gwalior, is a sub-institution of the RDSO (see above). It is charged with guiding and assisting maintenance personnel throughout IR by publishing maintenance instructions, developing plans for maintenance depots and workshops, providing technical assistance on matters of maintenance to the zonal railways, and training maintenance staff.

**Commissioner of Railway Safety**

The office of the Commissioner of Railway Safety (CRS) is responsible for all safety-related aspects of IR's operations. However, interestingly, the CRS is not under the Ministry of Railways, but rather under the Ministry of Civil Aviation, an arrangement designed to afford the office of the CRS independence from political pressure from the railways.

The CRS office must certify permanent way (including track, signals, and communications) and rolling stock (locomotives, wagons, coaching stock) and IR facilities as being fit for carriage of passengers before IR can commence commercial operations using them. All new lines, modifications to existing lines, and public works projects involving repairs to lines, bridges, tunnels, etc., must be inspected and approved by the CRS.

The CRS office also conducts routine inspections of IR facilities and equipment. Field inspections are carried out and every now and then
and the CRS has the power to order the closure of a line or discontinuation of use of faulty or unsafe equipment or rolling stock (through a recommendation to the Central Government) if safety problems are found in such inspections. Finally, the office of the CRS is also responsible for carrying out investigations into the causes of all railway accidents involving loss of human life or grievous injuries, or extensive damage to property, and submitting reports on them.

The post and office of the CRS derives from the post of the Chief Government Inspector of Railways, created in 1941 to allow the Government of India to exercise 'effective technical control' over the Railway Board and the running of railways in India. The top post in this inspectorate was later renamed 'Chief Commissioner of Railway Safety'.

Training Process in Indian Railways

The standard of training imparted to the Group ‘D’ railway servants selected for Group ‘C’ posts should be the same as for direct recruits for the same Group ‘C’ categories and in the case of failures in the first attempt such employees may be given second chance to qualify. Group ‘D’ railway servants when promoted to Group ‘C’ posts in Accounts Departments shall go through the same training and test and shall be subject to the same conditions of service as are in force for the new recruits.

After consideration of the question of prescribing duration of Initial Training for persons selected under GDCE, it has been decided by the Ministry of Railways that the duration of initial training period for persons selected under the Scheme of GDCE should be the same as prescribed for persons recruited from the open market i.e. direct recruits.¹⁵
Training of Probationers in Group ‘A’ (except Probationers in Medical service and Railway Protection Force) - Probations shall undergo theoretical and Practical training before they are put to working posts. They shall undergo fundamental course at Railway Staff Colleges, Vadodora in which they will be introduced to various facets of Railway working. The Fundamental Course shall be common to probationers of all services. After attending the Fundamental course they shall undergo field Training in sheds, depots, yards, workshops, Headquarters office. Divisional office, Production units etc. and specialized Training in other Railway Training institutions and Institutes of repute outside the Railways.

Therefore, they will undergo Induction Course at Staff College Vadodora. This induction course shall be different for probationers of different services. In the Induction Course they shall be given detailed knowledge regarding the working of their own department, interaction with allied Department and financial rules, procedures etc.

Training of Group ‘B’ Officers; in some Railways orientations and integrated course have been introduced in Zonal Training schools. At present such training classes are held from time to time at Udaipur, Trichy and Chandausi. Classes for training of Group ‘B’ Officers are also held at S.C. Rly Hd, Qrs. Officials invited to deliver lectures may be paid honorarium, as per Board’s letter dated 1.6.88 quoted under a paragraph under the heading ‘Honorarium’, as amended.¹⁶

Training in Non-Gazette service: There are provisions of training in some categories in non-gazette service. Training is of three kinds – (a) Initial training course to be undergone immediately after recruitment either as Apprentices or as a trainee staff, (b) Refresher course and (c)
Promotion course. Training courses have been introduced in technical, transportation / commercial categories and in a few cases of others where some preliminary knowledge is necessary for performance of their jobs.

Wherever training is a pre-condition for promotion and where there is a reservation in the promotion it should be ensured that not less than 15% SC and 7% ST from those fulfilling the condition of eligibility for promotions are deputed for the concerned promotion course well in time. In N. Rly, it has been decided to nominate staff for various promotional courses in accordance with the policy laid down in their Sl. Circular No. 6264.

Exemption from training: Staff of and above 55 years who are not employed in train operation/train passing should be exempted from undergoing the prescribed refresher courses.

Curtailment of training: In exigencies of service, G.M. may curtail the period of initial training of non-gazetted staff ensuring that the prescribed tests/examinations mandatory for successful completion of training are complied with.

Training period to count as qualifying service; the period spent by staff for training immediately before appointment will count for the purpose of appearing in department examinations. This also counts towards increment on notional basis w.e.f 1.1.86 and on actual basis w.e.f 1.10.90. The repeat courses of trainees without stipend is however not to be counted as service for any purpose.

General Departmental Competitive Examination (GDCE)

- To fill up 25% of net direct recruitment vacancies for which indents are otherwise required to be placed before RRB.
- All regular employees possessing qualification for direct recruitment in RRB shall be eligible to appear GDCE irrespective of Grade and Pay.
- Maximum age limit of 40 for general candidates and 45 for SC/ST. Test
- Written test and panel formed strictly as per order of merit.
- Standard of examination will be same as that of RRB.
- Seniority in the cadres will be same as that applicable for direct recruitment.

Recruitment to Group C Services
Recruitment to Group C Services (By RBBs)
- Made through Railway Recruitment Boards (RRB).
- Panel formed by RRB after selection is forwarded to the Zonal Railway concerned.
- The panel is valid for a year which can be extended by CPO.
- Candidates have to pass the prescribed medical examination.
- All appointments are made on probation for one year. For trainees/apprentices appointed to a working post after conclusion of their prescribed training. Probation period commences on date of such appointment.
- It is obligatory for all trainees to pass a simple test in Hindi.

Recruitment to Group C Services (Selection)
- Staff having 3 years of service can appear for selection test. Successful candidates shall be placed in the order of merit except those who have obtained more than 80% of marks (classified as Outstanding).
Employee attitude on coaching

The difficulties that will face by the employees on their job work will be resolved by the superior by ascertaining the requirement coaching to the employees by educating them given freedom to them to raise express their doubts while the coaching given at the staff training colleges. The respondents in the survey rated this 3.20 as weighted average as given in the table 4.5, It is more than moderate extent, it means that coaching by superiors helps employees to resolve job related difficulties.

Table 4.5 - Employee attitude on coaching

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Coaching by superiors help employees to resolve job related difficulties</td>
<td>3.20 (0.921)</td>
</tr>
<tr>
<td>2.</td>
<td>Whether Organizational climate is conducive for solving day-to-day work problems.</td>
<td>3.04 (0.764)</td>
</tr>
<tr>
<td>3.</td>
<td>Whether employees are interested to avail coaching facility.</td>
<td>1.76 (0.638)</td>
</tr>
<tr>
<td>4.</td>
<td>Superiors provide to consider the personal problems of employees</td>
<td>2.76 (0.495)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard deviation.

 Basically in the organization there will be a particular department will be active for solving day – to – day problems. In Indian Railways the survey indicated, that the respondents rated3.04 as the weighted average, It is more than moderate extent, it explains that organizational climate is conducive for solving day to day problems and difficulties of employees.
To know whether the employees who are undergoing training show internet in coaching facility. The respondents in the study rated 1.76 as weighted average it is less than small extent, it reveals that most of the employees show less interest in availing coaching facility. Hence it is suggested that the employee should avail interest in undergoing training facilities. It has to motivate by the organization to support the employees in undergoing the training. So that, the employees will make it easy to learn the need and necessary things in the job.

In any organization the higher authorities will consider the personal problems of employee and their needs. The respondents in the survey rated 2.76 as weighted average; it is near to moderate extent. It explains that superiors show less interest in pursuing the problems of employees and their needs. Hence it is suggested that the problems which are facing by the employees should take into an account and should solve their problems. So that the employees would feel comfort and the responsibilities given by the organization would fulfill the achievements. So that the development will also corrected and helps to reach the assigned strategies.

**Employee learning culture**

The Indian Railways initiates and creates learning culture among employees to make aware of the concerned works in interested and non-technical trades. The respondents in the survey rated 3.78 as the weighted average as shown in the table 4.6 it is more than moderate extent. It explains that the Indian Railways initiates measures to create learning culture among employees.
## Table 4.6 - Employee learning culture

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Indian Railways is initiating measure to create learning culture among employees</td>
<td>3.78 (0.543)</td>
</tr>
<tr>
<td>2.</td>
<td>All staff members share knowledge for shared learning</td>
<td>2.80 (0.667)</td>
</tr>
<tr>
<td>3.</td>
<td>All staff members work with team spirit to accomplish the tasks</td>
<td>3.94 (0.722)</td>
</tr>
<tr>
<td>4.</td>
<td>IR has humanized staff policies to help employees staff meetings</td>
<td>2.81 (0.615)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire

Note: Figures in Parenthesis are Standard deviation.

The knowledge would be shared among the staff members which undergoing the training period. In Indian Railways the respondents rated 2.80 as the weighted average. It is near to moderate extent that reveals the staff members share knowledge for shared learning. The employees should co-operate one among themselves and to discuss the doubts between them for the containing learning culture.

Generally the staff members work together to accomplish the tasks that are given to them weather in technical or non – technical authorities. The survey resulted that the respondents rated 3.94 as the weighted average; it is near to large extent. It reveals and explains that staff members are coordinated together to reach the tasks or goods of the organizations strategies.

In Indian Railways the staff meetings are supported by the staff policies which are rendered by the organization. In survey the
respondents rated 2.81 as weighted average, it is below to moderate extent it reveals that the Indian Railways has humanized staff policies to help employee staff meetings should be. Hence, it is suggested that staff meetings are encouraged to discuss their commitments and their doubts to perform the job that has been given by the organization.

**Employee Attitude towards Training**

Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development. It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behavior to enhance the performance of employees. Training is activity leading to skilled behavior. The design of the training program can be undertaken only when a clear training objective has been produced. The training objective clears what goal has to be achieved by the end of training program i.e. what the trainees are expected to be able to do at the end of their training. Training objectives assist trainers to design the training program.

In Indian Railways the training plays an important role. The highest credibility in Indian Railways is training. This is first step of an employee to start his career in Indian Railways. The training should focus on knowledge skills and Attitude. The respondents given the weighted average rate is 3.44 in table 4.7 which is more than moderate level it explains that training in Indian Railways is basically focusing on knowledge skills and attitude.
Table 4.7 - Training in India Railways

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Knowledge, Skills and Attitude are the focus of Training.</td>
<td>3.44 (0.967)</td>
</tr>
<tr>
<td>2.</td>
<td>Course design is well equipped with all parameters.</td>
<td>3.66 (1.094)</td>
</tr>
<tr>
<td>3.</td>
<td>Whether training organizations provide conducive climate for learning.</td>
<td>2.76 (1.129)</td>
</tr>
<tr>
<td>4.</td>
<td>The training is effective enough to practice its content on the job</td>
<td>2.45 (1.086)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard Deviation.

The design of the course is well planned with all parameters in Indian Railways, the course ascertains the duration of time period so as to adjust the employees' needs and necessary conditions. For this the respondents gave the weighted average rate 3.66 which is more than moderate level. It explains that, the course design is well planned and equipped and with all parameters.

Especially the training organizations should provide conducive climate for learning. The training should be given in such a climate where the trainees would feel comfortable and shows enthusiasm towards the programming schedule in the training course. The respondents gave the weighted average of 2.76 which is below to moderate extent as such; it explains that training organizations show less interest in providing conducive climate for learning. Hence it is suggested that the organizations should provide training with modern
technology and well established facilities with new parameters with fully loaded equipment so as the trainees should learn & educated perfectly.

Mostly the training organizations provide the effective training on the specification of the job. Based on the responsibility of the job the training modules and parameters would be educated for a concerned job. Here the respondent gave the weighted average rate of 2.45 which is below moderate level. It explains that training that is provided on the content on the job is less effective. Hence it is suggested that the training should be effective for a particular job specification.

**Employee nomination to training**

It's important to take proactive steps toward making sure that your employees are ready and able to handle the technological and environmental changes that are likely to impact your business. It's important to remember that employee training doesn't stop with your new hire orientation procedures. Organizational training needs are ongoing, particularly in the rapidly changing 21st century workforce.

The best way to make sure that you are providing employees with the training needed to position your business for long term success is to engage in an ongoing needs assessment process at both the organizational and individual levels. The process of needs assessment involves developing an understanding of where your organization is now, in terms of employee skills, and where it needs to be in the future.

Individual needs assessment involves looking at your employees' current skill levels and identifying any gaps that exist between their current abilities and what they need to be able to do, now and in the future. At the organizational level, strategic needs assessment involves
identifying gaps between the skills that exist across the organization and the skills that need to be in place to accomplish the company's long term strategic plans.

Basically in the training organizations the training nominations are analyzed to perform employees effectively in order to know the fact, the survey has resulted as the employees gave the weighted average rate of 2.07 in the table 4.8 which is just above to the small extent. It explains that training nominations are not given preference to analyze employees to perform effectively. In this view it is suggested that the training nomination should be analyzed so that the employees will get aware of facilities the benefits of training by nominating the employees to perform effectively.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Training nomination are analyzed to employees to perform effectively</td>
<td>2.07 (0.756)</td>
</tr>
<tr>
<td>2.</td>
<td>Training nominations are intimated in advance</td>
<td>3.29 (0.640)</td>
</tr>
<tr>
<td>3.</td>
<td>Training nomination are made by considering employees learning needs</td>
<td>2.91 (0.944)</td>
</tr>
<tr>
<td>4.</td>
<td>Training nomination are made by analyzing job demands</td>
<td>3.75 (0.757)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard Deviation

When the employees are nominated for training it should be intimated well before so that the employees get ready for it. In Indian
Railways the trainings organizations provide the nomination for training in advance or not is enquired. For this the respondents gave weighted average rating of 3.29 which is above moderate level as such it explains that the nominations are intimated to the employees in advance. It will be inferred that the employees are happy about it.

The training nominations are made by considering employees learning needs. In order to nominate employees for training the learning needs of employees would be considered and knowledge shared by the training centres would be taken into an account and then the training nominations should be decided. The respondent has given weighted average score of 2.91. It is near moderate extent. It explains that based on the learning needs of employees the training nominations are considered.

The training organizations should make the nominations for training by analyzing job demands. Based on the particular job demand and concerned job specification the nominations should be made. Here the respondents have rated the weighted average of 3.75 for this. This is more than moderate extent. This shows that training nominating are made by analyzing job demands.

Institutional training and methodology

Training the college students to bridge the gap between campuses to corporate is the need of the day. The training that enables them to be future corporate is the journey from being a person to professional. Our employee training platform helps companies dramatically improve their profitability and effectiveness while lowering employer turnover.
The training given by the institutions should enable employees to perform effectively. The training institutes should motivate the employees with new parameters of techniques. It also should be equipped with modern equipments. So that the trainees would feel comfort and easy to educate. When enquired whether institutional training enable employees to perform effectively, the respondents rated with weighted average rate of 3.21 in table 4.9, which is more than moderate level. It means the institutions training is helpful to the employee to perform effectively.

Table 4.9 - Institutional Training and Methodology

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Institutional training enables employees to perform effectively.</td>
<td>3.21 (0.820)</td>
</tr>
<tr>
<td>2.</td>
<td>Institutional training addresses the competency gap among the employees</td>
<td>2.32 (0.803)</td>
</tr>
<tr>
<td>3.</td>
<td>Have you satisfied with existing system of Institutional training</td>
<td>2.21 (0.924)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard Deviation.

The institutional training should address the competency gap among the employees. Generally the training given by institutes and make aware of competency gap because if this practice follows automatically the employees will come to know the facts of the competency gap among them. The respondents in the survey rated 2.32 which is just above small extent. It explains that the institutional training is addressing very less and not making the competency gap among the
employees. Hence it is suggested that the competency gap among the employees should be addressed by the institutional training. The training should be designed in such a way that employees may be able to recognize the competence gap among them.

The satisfaction of the existing system of institutional training in Indian Railways has been enquired in this study. The respondents rated with weighted average of 2.21 which is just above to small extent. This shows that the employees are not satisfied by the existing system of institutional training in the Indian Railways. Hence it is suggested that the existing system of institutional training should be improved and well established with various new parameters so that the trainees will satisfy themselves when the training is given.

**Learning facilities at the training centre**

The training colleges in any organization should be equipped with latest training facilities. It should provide relevant study material. The training college should enable employees to perform effectively after taking training. The training colleges provides training with modern amenities and technologies with new methodology for each the concerned job specification. The faculty who trainee the employees should be professionally trained. For the question whether training colleges enables employees to perform effectively. The respondents in the table 4.10 gave the weighted average score of 3.27. It is above the moderate extent. It explains that training colleges enable employees to perform effectively after attending trainees' programmes.
Table 4.10 - Learning facilities in Training Centres

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Training colleges enables employees to perform effectively</td>
<td>3.27 (0.897)</td>
</tr>
<tr>
<td>2.</td>
<td>Study material provided during the training period is useful.</td>
<td>3.59 (1.129)</td>
</tr>
<tr>
<td>3.</td>
<td>Whether staff colleges are well equipped with all the machinery like projectors etc., to give proper institutional training.</td>
<td>3.09 (1.371)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire

Note: Figures in Parenthesis are Standard Deviation.

The training centers generally provide study material when the employees are undergoing training. The material provided to employees is useful when the training takes place. The study material provides more information during the period of training. When asked whether training material provided is useful, the respondents gave the weighted average rate of 3.59 is more than moderate level. It explains that the study materials provided during the training period is useful and it supports the employees to make aware of the activities and the modules of the training programmes.

The training centres should be equipped with all the machinery like projects, LCD monitors, celluloid screen to display and other modern equipments which are useful to make the employees to learn and follow the training schedules when asked about it. The respondents rated with 3.09, this is at moderate extent. It explains that
training centres of staff colleges are well equipped with all the machinery like projectors and with modern equipments.

**Trainee’s ability and motivation for class room training**

Trainee’s ability and motivation for class room training Studies of the influence of trainee characteristics on training effectiveness have focused on the ability level necessary to learn program content. Motivational and environmental influences on training effectiveness have received little attention. The purpose of this study was to test an exploratory model describing the influence on trainee career and job attitudes on training outcomes (learning, behavior change, performance improvement). Results of the study suggest that job involvement and career planning are antecedents of learning and behavior change.

Six employee characteristics (conscientiousness, self-efficacy, motivation to learn, learning goal orientation, performance goal orientation, instrumentality) and one work environment characteristic (transfer of training climate) were captured for 130 trainees in a large industrial company in an attempt to predict training effectiveness (training grade, supervisor evaluation of the application of training). The results strongly support the predicted links, although not all the predictor variables contributed a statistically significant share of the explained variance of the training outcomes. Motivation to learn and learning goal orientation were found to contribute most to predicting training outcomes.

The trainees in the staff colleges training centres are highly educated in their concern subjects, so as to deliver the knowledge and make aware of the techniques in the job to undergo the work given to employees. The trainees should be knowledgeable about the subject.
Then only the trainees can give proper training to the employees. It is enquired whether trainees are knowledgeable in the subject, the respondents with weighted average of rated 3.20 which is above moderate extent as stated in table 4.11. It explains that the trainees have thorough knowledge about the specific subject in which they give training.

**Table 4.11 - Trainer’s Ability and Motivation**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Trainers (faculty) have thorough knowledge about the Subject.</td>
<td>3.20 (1.356)</td>
</tr>
<tr>
<td>2.</td>
<td>Training faculty members are cordial in clearing employees’ doubts.</td>
<td>2.58 (1.342)</td>
</tr>
<tr>
<td>3.</td>
<td>Trainees are allowed to express their opinions.</td>
<td>3.51 (1.202)</td>
</tr>
</tbody>
</table>

**Source:** Information collected through employee questionnaire  
**Note:** Figures in Parenthesis are Standard Deviation.

The training faculty members should be cordial in clearing employee’s doubts. The doubts of employees should be cleared by the concerned trainers to avoid the problems of the employees. The respondents are rated 2.58 for cordiality clearing the doubt of employees in training. It is less than moderate extent. It explains that the trainers show less interest in clearing the employees doubts the training is one way. Hence it is suggested that the training should be participated and the doubts of the employees should clear so as to avoid the problems of the employees during the training. Then the employees will not find any difficulties during their work.
The employees who attend training are experienced in their work. They also have the work knowledgeable. They may try to explain their opinion while training is going on. The trainers should encourage such opinions and discourse in the sessions. When asked whether the trainers are allowed to express their opinions, the respondents rated it with a weighted average of 3.5, which is above to moderate extent. It explains that trainees are encouraged to express their opinions during the training sessions. It should be considered as a good feature in training.

**Transfer of class room training to the job**

The inputs given in the institutional training are effective mostly the staff college training centers provide effective training to employees with all modern amenities to educate them in perfection. The respondents rated it has 3.27 in the table 4.12 which is more than moderate extent. It explains that the methods, techniques, inputs given at institutional training are effective.

**Table 4.12 - Training and Job**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The inputs given in institutional training are effective.</td>
<td>3.27 (0.908)</td>
</tr>
<tr>
<td>2.</td>
<td>Knowledge acquired in foundation training program me is effective</td>
<td>3.08 (0.981)</td>
</tr>
</tbody>
</table>

**Source**: Information collected through employee questionnaire

**Note**: Figures in Parenthesis are Standard deviation
The knowledge acquired in foundation, training program is more effective. The knowledge delivered by staff colleges in training centers will be more effective. The respondents rated 3.08 which is more than moderate extent. It explains that knowledge acquired in foundation training program is more effective.
References


2. Ibid. P.No.332.


8. Basava, K.D., Human Resource Management, Vidya Vahini Prakashana,


16. Board’s letter No. E (G) 96 HO 1 – 2 of 22.3.96.

17. Ref: R.B.s No. E (NG) 175 1G – 5-9 of 10/11.5.75.


20. Ref. R.B.’s No. E (NG) I-81-Pt. 11-76 of 25.4.81, Sl. No. NR 7836/SE 110/81