ABSTRACT

The Tamil Nadu Electricity Board (TNEB) in the State of Tamil Nadu is a vertically integrated utility responsible for power generation, transmission and distribution. The electricity network has been spread to all villages and towns throughout the State. TNEB was reorganized into TNEB Limited; Tamil Nadu Generation and Distribution Corporation Limited (TANGEDCO); and Tamil Nadu Transmission Corporation Limited (TANTRANSCO) in the year 2009. The productivity and performance of this utility is vital in ensuring the growth of the state economy, because this energy industry energizes all other manufacturing and services sectors. Productivity and performance of each and every industry lies in the hands of their employees and obviously the Tamil Nadu Electricity Board is no exception. If all the individuals in the organization perform well, collectively the organization productivity and performance goes high. Hence Tamil Nadu Electricity Board spends crores of rupees every year for employee training and development programmes. All types of training like regular programmes, management programmes, need based programme, on-site programme, national franchisee training programme, energy auditing and accounting, national level drum (Distributed Reform, Upgrades and Management) training programme incur a heavy cost.

With the huge investment involved in developing training strategies and programmes for the executive and non executive staff of TANGEDCO and TANTRANSCO, other state utility officers, faculties and students of engineering colleges, state government officials and electricity consumers, TNEB is very curious to know if return on investment is possible and also if there can be a change in commitment towards the organisation in the employees. Training is a set of action plans to increase an individual’s skills, knowledge and experience. It brings attitudinal change among the employees, which increases organizational commitment. The success of any training programme largely depends on the employees who have undergone training.
Earlier researches have outlined that there is a strong association between the commitment of the employees to their productivity and performance and that the commitment of the employees can be enhanced through appropriate training and development programmes. Hence through this study it was aimed to verify the association between the impact of training and development programmes to organizational commitment in TNEB context. It is the need of the hour to enhance the organizational productivity and performance through highly committed, motivated workforce which can be achieved through appropriate training and development programmes. These programmes should be tailored made to ensure job satisfaction, motivation, organizational commitment and better employee performance. The Tamil Nadu Generation and Distribution Corporation Limited (TANGEDCO) being a part of TNEB Ltd has ten training and development centres across Tamil Nadu state. They have been established to enhance and maintain the skills and abilities of the human resource associated with this organization. Thus this research is a platform to evaluate the impact of training and development programmes offered by TANGEDCO in establishing the organizational commitment among its employees.

The research study brought out with the following objectives:

1. The influence of demographic variables on the impact of training and development programmes among the employees in Tamil Nadu Generation and Distribution Corporation

2. The association between demographic variables and organizational commitment of employees towards training and development programme in TANGEDCO.

3. The impact of training and development programme on affective commitment, continuous commitment and normative commitment among the employees of TANGEDCO in Tamil Nadu.

4. The key factors that envisage organizational commitment and its attributes among the employees working in TANGEDCO.
5. A model that integrates the factors of employees’ organizational commitment and portrays its relationship with impact of training and development programme.

The study is exploratory in nature. It attempts to describe the, impact of training and development programme on employees’ organizational commitment and its attributes such as affective commitment, continuous commitment and normative commitment. The source of data includes primary and secondary. Primary data were collected with the help of a well-structured questionnaire, and secondary data were collected from books, websites, journals and newspapers. The stratified random sampling technique has been used to select the employees from Tamil Nadu Generation and Distribution Corporation Limited (TANGEDCO). The primary data was collected from the 1000 employees who are working in Tamil Nadu Generation and Distribution Corporation Limited (TANGEDCO). The statistical tools used for data analysis are:

- Frequency distribution
- Chi square
- Independent Sample ‘t’ test
- One way ANOVA
- Kalmogorov-Smirnov test
- Friedman test
- Correlation
- Multiple regression analysis
- Factor analysis
- Structural equation modeling

From Percentage analysis it is found from the analysis that majority (50.4%) of the respondents opined that technical / technology based training is the most important. From the Chi-square analysis it is found that nearly (81.11%) employees who are working in TANGEDCO opined that they
instantly use skills / knowledge learnt during the training session which supports the organisation goals. From the Independent samples t test it is found that there is a significant difference between genders with respect to skills acquisition and overall impact of training and development programmes. Based on the mean value of skills acquisition and overall impact of training and development programmes, male employees have a higher impact than female employees’. Since the null hypothesis is accepted at 5% level of significance there is no significant difference with respect to reaction to training programmes and effect of training programmes. Hence it is found that there is no significant difference between male and female employees with respect to reaction to training programmes and effect of training programmes. From the ANOVA test it is found that on comparing with other employees the impact of training and development programmes is high among middle level employees with the highest mean value of 106.53 and they also have a high organizational commitment with the highest mean value of 68.55.

From the Friedman test it is found that the skills acquisition has the highest mean rank of (2.93) while comparing with other factors that affect positive impact of training and development programmes. From the correlation analysis it is found that the correlation factors on impact of training and development programmes with a maximum correlation coefficient of (73%) was found between reaction to training programmes and skills acquisition. From the Multiple Regression analysis it is found that the “Behavioural Change” is the most important factor that improves the organizational commitment in the TANGEDCO. The findings revealed that the impact of training and development programmes has a positive relationship with the level of affective commitment, continuance commitment and normative commitment of the employees. The most salient feature of training and development is better organizational performance of employees. This is because, through training and development, the attrition rate will be low, which will result in higher efficiency that would motivate the employees to perform actively.