

Employee Training at Zonal Railway Training Institute in Tiruchirappalli Division

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Abstract

According to Littlefield, “Training is defined as the process of increasing the skills and knowledge of employees for the purpose of improving individual and organizational performance”. Thus, training is an organization management activity designed to create a change in thinking and behavior of employees. This theoretical paper portrays about the concept of Zonal Railway Training Institute (ZRTI) Training Programme, and the Needs, Types, Module and Methods of training.

Key Words

Employee Training, ZRTI Training Programme, Knowledge, skill, Railway

Introduction

Training is for improvement, needs identification will help to spot the necessity and suitability issues for proper planning and implementation. Training is a vital part of every organization provided for employees on how to use new software, complete a form, give good customer service, or write a professional letter as most organizations follow this process by providing a budget and resources for training. Indian Railway is the backbone of transport infrastructure which is playing a unique role in meeting the transportation needs of the common people by knitting India together by connecting all the regions, and all the states, in a single transport network. Training is a professional job and modest analysis of needs before

commencing a programme which can save resource and prevent wrong priorities.

Employee training which is carried out in Zonal Railways Training Institute, Tiruchirappalli division, South Zone is very much important in Railways as a huge organization, which has more number of employees in different departments as a service sector for the public. Thus it is the need of the hour that all the employees who are all recruited need to have more awareness about the organization, its policies, strategies, nature of work etc. Hence, this theoretical paper focuses on the Employee training offered by ZRTI to its valuable employees.

Significance of the Study

Every organization should train and develop all its employees irrespective of their qualifications, skills, and suitability for the jobs. Training is something that is given not once to new employees but is to be given on a regular basis. Further, technological changes and automation require updating the skills and knowledge of employees. As such, an organization has to retain and develop the existing employees. The Zonal Railway Training Institute (ZRTI) plays a significant role in the arena of Railways to train its employees by well planned and structured training schedules. Keeping in mind the importance of training programme provided by “Zonal Railway Training Institute”, which imparts essential professional knowledge to key operating, commercial, mechanical, finance and other department Group ‘C’ staff of Southern and South Western Railway, this study is undertaken the training of employees has an immeasurable significance in shaping the success of the Railway organization.

Statement of the Problem

Each and every position in an organization calls for a certain amount of expertise in terms of knowledge, skills and attitude. The person occupying the position may not have all the elements of expertise required for effectively performing the tasks of that position. The need for

training arises on account of the requirement of filling a gap between the skills and competencies required for the performance of a job and expertise actually possessed by the job holder. This gap is filled either by institutional training or by on-the-job training.

Thus this study focuses to highlight the knowledge and skill imparted to the employees for their HRD, offered by Zonal Railway Training Institute (ZRTI), where in the employees can develop their skill and utilize them effectively and efficiently by the employees in the workplace.

Objective of the Study

- To identify the training programme module and methods followed in Zonal Railway Training Institute.
- To highlight the various types of training.

Research Methodology

This is a theoretical paper work which highlights the Training methods adopted by ZRTI. The secondary data were collected from various books, journals and websites.

Employee

An employee is a person who has approved to be employed, under an agreement of service, to work for some form of payment. This can include wages, salary, commission and piece rates.

This includes:

- Home workers
- People who have been offered and have accepted a job
- Fixed-Term employees
- Seasonal employees
- Informal and part-time employees
- Employees on probationary and trial periods.

Training

Training, is imparting skills to employees. A worker needs skills to operate machines, and use other equipment with least damage and scrap. This is a basic skill without which the operator will not be able to function. There is also the need for motor skills. Motor skills (or psychomotor skills, as they are sometimes called) refer to performance of specific physical activities. These skills involve leaving to move various parts of one's body in response to certain external and internal stimuli.

Training of Employees

Training is a learning process that involves the acquisition of knowledge and skills and attitudes to enhance the performance of employees. It can be the classroom on a similar site or on the job. Normally, employees who have had some job experience are trainees. Since new technologies are becoming available each day and new processes are making their appearance, training on a continuing basis is necessary for all employees.

Zonal Railway Training Institute – Overview

The Zonal Railway Training Institute, Tiruchirappalli, in tracing back the history of its origin, reminiscences a glorious past. Under the erstwhile South Indian Railway Company Limited, it had its emergence in 1931 and to the present state of authority, ZRTI has grown by leaps and bounds. Expanding its horizons over the years, ZRTI has carved a niche for itself to become a model Institution imparting methodological training to scores of Railway men and women in various departments like, Traffic-Transportation, Traffic-Commercial, Accounts, Establishment, Stores etc. The nomenclature of the Institute was changed as "Zonal Training Centre" in 1992 and subsequently modified as "**Zonal Railway Training Institute**" in 2003.

People who are recruited into the Indian Railways in different departments and positions, might not be having specific training in the respective divisions as the work profile in Railways can be highly specific and would require a skill and technical knowledge of the operations at different levels. New recruits, who have recently passed out from their studies would then be clueless as to the execution of their jobs. In order to provide them a firsthand experience in their field of work, the Indian Railway has set up a variety of Institutes and Training Centers throughout the country. Thus, ZRTI serves as a vital point of centre to employees to acquire knowledge and skill.

Module of the Training Program

- Learning rules
- Independently handling their jobs
- Application of their learnt skills in the field of work.
- Ability to correlate theory with actual work
- Satisfaction in handling complex issues independently
- Ability in retaining rules and regulation
- Impact of job rotation on the learned skills
- Rating the theory imparted
- Ability in updating the rules learnt in focus areas of the training program.

Training Cycle

- Formulation Training Plan and Strategy
- Implementation
- Evaluation

Training Techniques

For any educational programme for business managers to be successful, it requires the adoption of the scientific approach as

suggested by the training formula and the use of appropriate training techniques

Training Methods

There are four methods of training which are more prominent. They are (1) on the job-method, (2) simulation method (3) knowledge based method and (4) experimental method. On-the-job method, is more popular, in which the training is provided on the job, by rotation, guidance, counseling and by brain - storming sessions. Under simulation method, role play, case-method, management game, and in-basket exercise methods are followed. In case of knowledge based methods, training is provided through lectures, seminars, workshops, films, group discussion etc. Finally, under the experimental method, sensitive training, transactional analysis system, achievement motivation workshop types of training are followed. However, case study method, group discussion method and simulation methods are being more popular now-a-days. Hence ZRTI does not believe in relying merely on class room lecturing. Training methods include analysis of case studies, group discussions, syndicate exercises, role playing, computer-based learning packages, laboratory exercises, projects, simulated models, etc

Types of training in Zonal Railways Training Institute

They are four types of training:

- **Initial training** (For the purpose of orientation of new entrants in the organization)
- **Special training** (For the purpose of providing specialized knowledge)
- **Refresher training** (For the purpose of refreshing)
- **Promotional training** (For the purpose of preparing staff for higher responsibilities)

Initial / Induction/ Apprenticeship Training

Induction is a process by which a new employee is fully rehabilitated in the new environment. In this kind of training programme the trainee is introduced to the practices, policies, and purposes of the organization. Induction training can, however, be more elaborate, especially if the training programme is meant for supervisory or managerial employees. Thus, through firsthand experience, the trainees skills are developed. Such training can vary in duration from that of one day/week to a month.

Promotion Training

Promotion training facilitates promotion of employees to higher rungs of the organization's ladder. Such training raises the competence of employees for higher and responsible positions. This is true for employees who join high positions from outside, as well as to promote to higher posts. However, for in-house professional who has been promoted to a new and higher grade, the duration of training need not be as for an outside candidate because the in-house man is already familiar with work culture, ethics, schedules, and expectations from the job.

Refresher Training

The **Refresher Training** or **Retraining** is a training programme conscious for the old or prevailing employees of an organization, with a purpose to acquaint them with the new skills, methods, and processes mandatory to darn their performance on the jobs.

Findings of the Study

- Training programme offered by ZRTI plays a vital role in the growth of skill and knowledge of the Railway employees
- The training programme is needed for the newly recruited and also existing employees.
- The training programmes are conducted selectively as per the employees' designation and requirements.
- Training programmes are carried out periodically as per the schedule throughout the year.

Conclusion

Training is a feasible education in any profession. There is a greater necessity to update the officers as well as the employees of any public sector undertaking like Indian Railways so that they may lead the organization with buoyancy and strength towards realization of its affirmed objectives. The training and development programmes adopted in Indian railways as well as South Central Railway have proved to be effective and result oriented as it revealed the evaluation of the performance of Indian Railways and South Central Railway in terms of revenue generated on the whole as well as revenue generated per employee. The training institutions both at Central as well as Zonal level have been equipped with tolerable facilities and qualitative faculty and are catering to the needs of all employees, depending upon the course module and periodicity. The duration of the training programme has been fixed by the training centre. The training programme scheduled by the centre has been imparted to all the zones, with updated changes as well as the needed requirements of the Railways.

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