

A Study on Impact of Training and Development on Morale of Indian Railway Employees

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Abstract

Human resources are the lifeline of any organization, as they help the organization in carrying out each function in a productive manner. In India there is the presence of multiple organizations, however, the biggest and largest organization employing most employees is considered Indian Railways. This makes it important for Indian Railways to train their employees in such a manner that they can be developed throughout their work life and can achieve higher results. This can be possible with increased morale of employees. In this study, the impact of training and development on the morale of Indian railway employees is discussed with the help of secondary data where the generalized results are presented. It has been concluded in the study that there is an impact of training needs on the morale of Indian railway employees. For the purpose, few recommendations are also mentioned. The future scope of the study is also discussed in an effective manner.

Keywords: Indian Railways, Training, and Development, Morale of Employees

Introduction

Human resources are mainly the employees of an organization that is responsible for carrying out the functions of the organization in order to accomplish the established goals and objectives. They are governed by the department named as human resource department. It is the department within a corporation that is responsible for the employees of the organization. That includes recruiting, selecting, training, promoting, compensating, etc. Each function of the human resource department is crucial, however, among them the most vital one is the process of training and development. There is a need for continuous training and development activities in an organization for motivating the employees more productively (Banfield & Kay, 2012). In this study, the impact of training and development on the morale of Indian Railway Employees is tried to understand.

Indian Railways

The national railway of India which was established around the 1850s as well as currently governed by the Ministry of Railways, headed by Shri Piyush Goyal, honorable minister of railways. Since its origin, Indian Railways (IR) has been

developing year by year (IR, 2019b). In order to manage a huge network of railways across India, IR is divided into zones, which separately govern the region given to them. This helps the human resources of this biggest organization of India to conduct its operations across India in an effective and efficient manner. Currently, there is 17 zone of IR across India which is governed by approximately 2 million human resources. This makes it important for Indian Railways to take care of the interest of its human resources. The interest and the skills of human resources of IR can be governed in a productive manner by providing them appropriate training at the right time of interval and taking relevant steps for their overall development. In this study, the importance of training and development for human resources of Indian Railways are discussed and the impact of it on increasing their morale is also discussed in an elaborate manner.

Human Resource of Indian Railways

India is among countries that are developing at a faster pace and when most of the economic condition of India is looked upon; one can always look for efficient organizations that are contributing towards the economic development of India. Among those small and big organizations, Indian Railways also plays a very crucial role. In India, IR is considered to be the largest and biggest organization, among any other organization working or originated in India. It is said that the success of an organization does not depend upon its size infect it depends upon the human resources which are regularly governing their organization (Carberry & Cross, 2015). In IR as well the human resources play a very important role, they are the sole entity that helps IR in accomplishing their operations and objectives in the most productive and proficient manner.

It is considered that in order to get the goals and objectives of Indian Railways fulfilled, the human resources needed to perform effectively. Each employee of IR must work towards the fulfillment of the organizational goal, team goals and ultimately their personal goals, in this manner the satisfaction level and morale of the employees can be maintained at high levels. Morale is an internal feeling that can help the employee in staying motivated and influential regarding the betterment of Indian Railways in the long run. It can be seen from past studies that in increasing and maintain the morale of an employee the training and development activities conducted by organizations play a very important part. The same goes for Indian Railways as well where in order to get productive results from employees, the management needs to train their employees in a fixed interval of time (Sung & Choi, 2013). The developmental activities are undertaken by Indian Railways also plays an important role in conducting the behavior of their employees by keeping their morale intact for a long time.

Need for Increase in Morale

The morale is termed as the concept that is concerned with directing the right behavior of an individual. In terms of organization, the morale of employees directs towards their behavior regarding the accomplishment of the task they have given within the specified time and budget. In Indian Railways, there are

almost 2 billion employees present across India, which directly or indirectly affect the objective of the organization. They all are continuously indulged in the accomplishment of their team goals and personal goals as well. In this process, the motivated employee performs well as compared to a non-motivated employee. On the other hand, the motivation level depends upon the increased morale of the employees. There is another need is that employees with high morale accomplish their tasks in a more productive manner, which ultimately can help Indian Railways in fulfilling the needs and wants of their customers proficiently. Hence, the study aims at identifying the impact of training and development on the morale of Indian railway employees (Narayanan, Rajithakumar, & Menon, *Talent Management and Employee Retention: An Integrative Research Framework*, 2018). This can help Indian railways in maintaining the morale of their employees with the help of efficient training and development practices.

Training and Development

In general, training refers to the process of generating a set of skills in oneself or in others in order to accomplish a particular task. From the point of view of an organization, each employee is trained to make them proficient relating to the work assigned to them. Further, it helps them in accomplishing organizational as well as their personal goals in a productive manner (Manzoor, 2012). It helps the employee in the accomplishment of their task in correct, efficient and effective ways, which further help the company in achieving higher standard results. There are many types of training that can influence the performance of an employee. Mainly pieces of training are divided into two broad areas that are on the job training and off the job training. Under these two heads, many types of training activities comprise, which are undertaken by the management of an organization according to the situation, caliber of the employee and the type of job they are going to do or currently doing (Dries, 2013).

Training is always complimentary with the process of development, where the steps by the organization are undertaken to develop the employee for future endeavors. Mainly training and development are joined together to provide a sense of skill teaching, caliber enhancement, etc. of an employee, however, this is not completely true. On one hand training talks about the current requirement, whereas on other hand development talks about the overall requirement of enhancement in the employee form internally and outside (Mello, 2015). Training is the process of enhancing the caliber, skills, competencies and knowledge of an employee to do a current job. However, in the development process all of these factors in an employee are developed but not to do just current job but also to do all the job will be given to the employee during his or her course of work life. In order to accomplish the ongoing need for training and development in an organization usually, the process mentioned in the following lines is followed:

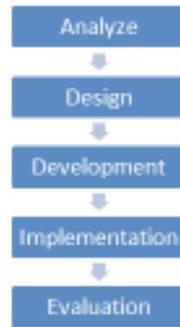


Figure 1: Process of Training and Development

Source: Process of Training and Development (Neault, Artess, & Tien, 2017)

1. **Analyze:** The first step is to analyze the situation and the caliber of the employee from inside-out. It is important to analyze the employee complete as it further helps the management to understand the need for training and development within the employee.
2. **Design:** In this step, it is expected from the management of the organization to collect all lacking points in an employee and work upon them to overcome those lacking points. The need is to design a proper plan as well as the tool to overcome the lacking skill requirements within that employee (Miner, 2015).
3. **Development:** The next step is to develop the proper plan which is based on the designed set of skills. These skills are identified by the management in the previous step wherein the design of required skills and training are set upon.
4. **Implementation:** When the plan is developed the next step is to implement that plan to work upon it. It is considered the responsibility of the whole HR team of the organization to consider the places where the plan can be lacking or it can be hampered and control these factors in most productive manner so that the implementation process of training and development plan of the employees can be achieved effectively (Albrecht, Breidahl, & Marty).
5. **Evaluation:** The last step is to evaluate the implemented plan of training and development of the employees, where the actual results are compared with the standard results and identified variations are tried to rectify.

Indian Railways is a very vast organization that comprises of a variety of employees which needed to be governed, trained and developed on a continuous basis, hence in upcoming lines, the training programs adopted by Indian Railways and its impact on the morale of its employees is discussed in elaborate manner (Indian Railway, 2019a).

Training and development of employees of Indian Railways

In order to get the desired results from the employees of an organization, it is considered important to get them trained for the job they are doing or going to do in the future. The same goes for Indian Railways as well, where there is a presence of approximately 2 million employees, which are continuously working towards fulfillment of their team, organizational and personal goals. In Indian Railways, there are multiple departments that are taking care of different needs of their customers or conducting the operations of the organization (Narayanan, Talent Management and Employee Retention: Implications of Job Embeddedness - A Research Agenda, 2016).

According to the coding manual of the Indian Railway Board, the training need of each employee is specified and also the duration of their training and the intervals in which they will be called for training is also specified. This training manual code is divided into multiple parts and specifying the training needs and programs of the employees of different levels within the Indian Railways. The manual code of training displays that Indian Railways adopt a training process which also focuses on the overall development of their employees, as it is mentioned in the code that each employee is trained at the initial stage and in every fixed interval of the year till their retirement (Indian Railway Board, 2018). In this manner, the employees are trained and developed throughout their work lifetime within Indian Railways.

Indian Railways in order to train almost 2 million employees has multiple types of training centers. These training centers are broadly divided into two heads that are main training centers and other training centers. Under main training centers, there are approximately 56 centers and under other training centers, there are approximately 235 centers present all over India. It shows that Indian Railways has training centers in abundance that are regularly focused on training and developing the skills and calibers of its employees in the most productive manner (Indian Railways, 2015). This shows the interest and morale of Indian Railway employees must be managed by the organization in a productive manner. The link between training as well as morale is strong which can be seen in the upcoming paragraph of the study.

Influence of Training and Development on the morale of Indian Railway Employees

In order to accomplish a particular task, the employee needed to feel motivated and confident about his or her job, skills and interest. This can only be possible if the morale of employees is increased or the employee is feeling motivated (Manuti, Pastore, Scardigno, & Giancaspro, 2015). There is a continuous need to increase the morale of an employee as it helps the organization to get the desired results from the employee. There is a strong link between the training and development process and the influence it is creating on the morale of employees. According to the study of Mainmuna and others in 2013, the impact of training and development on the productivity of an employee is analyzed. It is done with the help of secondary analysis, where the author's research across multiple types

of scholarly articles and reports of the companies. This study provides a future way for other authors to fill the research gap by conducting the primary study. However the results of the study are not that clear hence in order to fill this gap current study has been undertaken, which is also based on secondary data; however, the discussion is tried to present in a more effective and efficient manner (Maimuna Muhammad Nda & Rashad Yazdani Fard, 2013).

There is another study which is done by Stewart Banks and others in 2015, which talked about the correct leadership that needs to be followed to increase the morale of employees and ultimately their work performance. In this study, the adoption of correct leadership is indirectly related to the process of training and development adopted by the leader in such a way that it can influence the morale of the employees productively and positively. The study based on primary data, where the sample of school teachers has been collected to review the details. The results identified that there is an influence of correct leadership on the morale of employees of an organization (Stewart-Banks & Kuofie, Matthew, 2015). However, the study is lacking in linking training and development director with the morale of employees. Hence in the current study, this research gap is tried to be filled in a proficient manner.

It can be understandable from the researchers conducted in a similar field that there is a strong link between the training and development process of Indian Railways with the morale of its employees. It has been identified that there are multiple training centers of Indian Railways that are continuously busy in accomplish the training needs of their employees however the organization is not going in huge profits. It can be possible when the morale of its employees is not meet to positive standards, which is ultimately resulting in the laybacks, downsizing and negativity in their performance. This is the urgent need of Indian Railways to look into the matter and take corrective actions (Jones & Martain, 2013).

Conclusion

Training and development are considered a continuous process that needed to be fulfilled by each and every organization. The same goes for Indian Railways as well in which the employees needed to work in such a way that they accomplish organizational objectives in the most productive and proficient manner. The employees working in those departments of Indian Railways are trained on fixed intervals and tenures based on the skills they needed to have to do a particular job and also the nature of the job. It is considered that human resources are referred to as the lifeline of Indian Railways which in together helping this vast organization to run smoothly and in profit from its establishment. The study identified the link between the training and development process of Indian Railways with the morale of its employees. It is concluded that there is a strong link between the morale of employees of Indian railways and the training needs of them. The study looks upon the appropriate process of training and development that can help Indian Railways in delivering the training needs of their employees in a productive manner. It has been concluded that there are a

few steps that Indian Railways needed to take towards enhancing the morale of their employees by following the correct training and development process.

Recommendations

There is a strong need for effective training programs in an organization, similarly in Indian Railways as well there is an abundance of training centers, however, the training needs of their employees is must be fulfilled in a productive manner (Carey & Philippon, 2011). This can further help Indian Railways employees to get an increase in their morale and work with motivation and desire to achieve higher results. In bellow lines few recommendations are given for the same:

- Link Organizational Goals with personal Goals: The morale of employees of Indian Railways can be increased by linking the needs of the training program with the personal goal of the employee (Lăzăroiu, 2015). In this manner, the employee stays motivated across the whole training program and understands the phenomena productively.
- Establish profitable Mission statement: It is considered the responsibility of Indian Railways Human resource management department to establish certain mission statements before every training program where the profitability and productivity can be disclosed in front of the employee and the employee's morale can be increased (Maier, Tavanti, Bombard, & Gentile, 2015).

Future Scope of the Study

It has been seen in the study that the discussion has been made by considering secondary data, in the future; the researcher can cover the requirements by conducting primary research where the actual facts and figures can be collected and presented in systematic form. Future studies can also focus on the cover of a particular zone where the results can be identified and implemented in a productive manner.

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