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 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

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WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

TRAINING AND DEVELOPMENT PROGRAMMES IN TAMILNADU STATE TRANSPORT CORPORATION LIMITED, KUMBAKONAM

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ABSTRACT

Training and development programmes in Tamilnadu state transport corporation, training as 'basic' or 'advanced' and interest in training was examined for technical and nontechnical content areas. Age, and frame for technical training and a two-way interaction between performance orientation, self-efficacy, and frame for nontechnical training. Implications for future research as well as framing training to enhance training interest are discussed.

KEYWORDS

Training and development programmes, TNSTC, Transport.

INTRODUCTION

The global competition and swiftness of changes emphasize the importance of human capital within Tamilnadu State Transport Corporation, as well as the swiftness and ways of knowledge gaining of that capital. In the economy where uncertainty is the only certainty, knowledge is becoming a reliable source of sustained competitive advantage. Knowledge is becoming basic capital and the trigger of development. Previously built on foundations of possessing specific resources and low costs, present day competition is based on knowledge possessing and efficient knowledge management.

OBJECTIVE OF TRAINING

The main objectives of training are to bridge the gap between the existing the performance ability and desired performance. The training objective is desired in accordance with the company goals and objectives. The general objectives of any training programmes are.

- To include the basic knowledge and skill to the new entrants
- To enable the employee to meet the changing requirements of the job and the organization.
- To demonstrate the employee the now technical and ways of performance the job or operations.

METHODS OF TRAINING

- a) On the job methods
- b) Off the job methods

In this training an employees will be placed in a new job and is told how it is to be performed.

ON THE JOB METHODS

Vestibule Training or Industrial Plan Training

This is otherwise known as classroom training, which is imparted with the help of equipment and machine identical to those in use at the place of work.

Stimulation

It is more or less like vestibule training. The trainee works in closely, duplicated real job conditions. Is essential in cases in which actual on the job practices is expensive, might result in serious injury a cost error or resources, e.g. in aeronautical industry.

Demonstration

Under this method, there will be a description and demonstration of how to do a job the performs the activity himself going through a step explanation of the "why", "what" he is going.

Job Instruction Training

This method is a four step instructional process involving preparation, presentation, performance try and follow.

Coaching and Mentoring

Coaching establishing one on one relationship between trainees and supervisors, which offer workers, continued guidance and feedback on how well they handling their task.

Job Rotation

It means the movement of training from one job to another. This helps him to understand how the job functions. Training is periodically.

OFF THE JOB TRAINING

In off the job training a trainee has to leave his place of working and devotes his entire firm for training persons. During this period, the training does not contribute anything to the organizational.

Special Courses and Lectures

Special courses and lectures are knowledge based training method. In these programmes and effort is made to expose participants to concept and theories, basic principles, and pure and applied knowledge in any subject area.

Conference

In order to overcome the limitations of lectures of method which emphasis only one way of communication, that is, from trainer to trainee, their trainee, many organization have adopted guide discussions type of conferences in their training programmes.

Cases

Case method of training has been developed by havard business school of USA it is one of the most commonly used training methods not only for business executives but also for management institutes.

Role Playing

Role playing is a training technique which can be used very easily as a supplement to various training techniques. The concept of role playing has been drawn from drama and plays in which actors play the various roles.

Management Games

Management games are used to simulate the thinking of people to run on organization or its department. The game can be used for developing skills for a variety of purpose like investment strategy, marketing strategy, production strategy, collective bargaining etc.

Brain Storming

Brain storming is a technique to stimulate for idea generation applied by os born in 1938 in American company, the technique is now widely used by many company's educational institutions, and other organization for building ideas.

On born has defined brain storming simply as using the brain to storm the problem.

- A problem is given to a group engaged in brain storming session.
- Each member is asked to given ideas through which the problem can be solved.
- The members are expected to put their ideas for problem solution without taking into consideration any limitations financial.

In Basket Exercise

In basket exercise is a simulation techniques designed around the "incoming mail" of a manager. A variety of situation is presented in this which would actually dealt a manager in his typical working day.

Sensitivity Training

Probably on other training technique has attracted so much attention or controversy in recent years as sensitivity training. Many of its advocates have an almost religious zeal in the enchantment with the training experience.

Training and Development

There are three terms which are used in the contact of learning. Training, development and education. Often some confusion arises in using the terms training and development. Many people see both as synonymous but many people make difference between the two.

REVIEW OF LITERATURE

1. **Cody B. Cox and Margaret E. Beier (2009)**, the study titled, "The moderating effect of individual differences on the relationship between the framing of training and interest in training" The moderating effect of individual differences on the relationship between framing training as 'basic' or 'advanced' and interest in training was examined for technical and no technical content areas. Participants were 109 working-age adults (mean age = 38.14 years, SD = 12.20 years).
2. **Gary Blau, Greg Gibson, Melissa Bentley and Susan Chapman (2011)**, the study titled, "Testing the impact of job-related variables on a utility judgment training criterion beyond background and affective reaction variables" We tested the incremental impact of a job-related set of variables for explaining a utility judgment training effectiveness variable, that is, course completion skill preparedness, beyond background and course-related variables. Our respondents were two different emergency medical service samples, 415 basics and 742 paramedics, from the 2008 US Longitudinal Emergency Medical Technician Attributes and Demographic Study
3. **Jelena Vernic (2007)**, made an attempt to study the "employee training and development And the learning organization" The global competition and swiftness of changes emphasize the importance of human capital within organizations, as well as the swiftness and ways of knowledge gaining of that capital. In the economy where uncertainty is the only certainty, knowledge is becoming a reliable source of sustained competitive advantage.
4. **Junaidah Hashim (2008)**, the research work titled "Factors influencing the acceptance of web-based training in Malaysia: applying the technology acceptance model" Companies in Malaysia are beginning to use web-based training to reduce the cost of training and to provide employees with greater access to instruction. However, some people are uncomfortable with technology and prefer person-to-person methods of training. This study examines the acceptance of web-based training among a convenience sample of 261 employees in Malaysia using the technology acceptance model.
5. **Jean-François Gadeceau (2012)**, made an attempt to study the "Selection for participation in training and its potential effect on transfer: encouraging good practice" It is widely recognized that workers who have received training may not apply or fully apply the knowledge and skills they have learned through training to the job they do (Grossman and Salas, 2011). Consequently organizations may not benefit or fully benefit from the investment they have made in training.
6. **Muhammad Aslam Khan (2011)**, the present paper investigation issues of "Impact of Training and Development on Organizational Performance" Training and Development, On the Job Training, Training Design and Delivery style are four of the most important aspects in organizational studies. The focus of current study is to understand the affect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance.
7. **Maria Jose Chambel and Filipa Castanheira (2012)**, in his article "Training opportunities and employee exhaustion in call centres: mediation by psychological contract fulfillment" The aim of this study is to analyse psychological contract fulfillment as a mechanism through which training affects stress in call centres. The hypotheses were tested on a sample of 412 call centre operators, using structural equation modeling to analyse their survey responses.
8. **Olaniyan, Lucas. B. Ojo (2008)**, the research study title "Staff Training and Development: A Vital Tool for Organizational Effectiveness" Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. New entrants into organizations have various skills, though not all are relevant to organizational needs. Training and development are required for staff to enable them work towards taking the organization to its expected destination.
9. **Susanne Jodlbauer, Eva Selenko, Bernad Batinic and Barbara Stiglbauer (2011)**, the research study title "The relationship between job dissatisfaction and training transfer" The high rates of training transfer failure that prevail still puzzle practitioners as well as researchers. The central aim of the present study is to analyze the relatively under- researched role of job dissatisfaction in the training transfer process.
10. **Zenon Arthur Siloran Udani (2009)**, the article titled "International briefing 21: training and development in Macao" Macao is a special administrative region (SAR) of the People's Republic of China. It was a Portuguese enclave for 442 years. The Portuguese settled in Macao in the 16th century and administered the region until 1999. Following an agreement signed on 13 April 1987, Portugal formally handed over Macao to China on 20 December 1999. And on that same day, Macao's own Basic Law began to operate.

TNSTC KUMBAKONAM REGION KUMBAKONAM

I have done the article at Tamilnadu state transport corporation, Kumbakonam regions are as follows.

BRANCHES

The branches of the Kumbakonam region are,

- Kumbakonam (mofussil)
- Kumbakonam town 1st division
- Kumbakonam town 2nd division
- Nannilam
- Thanjavur
- Mayiladudurai
- Sirkali
- Poraiyur
- Chidambaram
- Nagapattinam
- Karaikkal
- Thiruthurai poondi
- Vedharanyam
- Thiruvarur
- Mannarkudi
- Peravoorani

RESEARCH DESIGN

The study describes the existing motivation program and procedures adopted in the motivation so the research can adopt descriptive research design. As for that the researcher has made an attempt to study different factors involved in motivation and its casual relationship with basic variables.

The aims it's to obtain complete and accurate information in the said studies. The research design must enough provision for protection and maximum reliability.

DESCRIPTIVE RESEARCH DESIGN

Descriptive research studies which are concerned with descriptive the characteristics of a particular individual or of a group.

- Rigid design, design must make enough provision for protection against bias and must maximize reliability.
- Probability sampling design (random sampling) pre planned design for analysis.
- Structured or well thought out instrument for collection of data.
- Advance decision about operational procedures.

SAMPLING DESIGN

Sampling design is a definite plan for obtaining sampling for giving population.

METHODS OF SAMPLING

In this article, the researcher has chosen a method of design namely 'probability sampling' under this type, no specific principle bias is followed with selecting sampling element.

SAMPLE SIZE

To study the effectiveness if motivation in Ranbaxy laboratory ltd-Chennai. Research connected has concentrated low level employee only. I have chosen the sample size (150) under lottery techniques methods of sampling.

COLLECTION OF DATA

There are several ways of collecting the appropriate data depends on cost, time and resources normally data is called be classified as.

PRIMARY DATA

Primary data is known as the data collected for the first time through filed survey. examples, questionnaire.

SECONDARY DATA

- Secondary data means that already available example.
- Management books, magazines and news paper.
- Report prepared by research scholar
- Journals.

TOOLS USED FOR PRIMARY DATA COLLECTION

The researcher developed the questionnaire for data collection with the respondent details.

The questionnaire are closed one because employees always preoccupied with their work.

So for the convenience the questionnaire is framed at once. It was handed to them and instructed to give the appropriate answers.

STATISTICAL TOOLS USED FOR DATA ANALYSIS

For data processing and data analysis the researcher adopted simple percentage calculation.

- ✓ Chi square test
- ✓ One way ANOVA

DATA ANALYSIS AND INTERPRETATION

The results of the analysis of the collected data are presented below

TABLE – 1: DETAILS OF THE STAFF STRENGTH IN 2012

| DEIGNATION | NO. OF. STAFF |
|--|---------------|
| Administration | 440 |
| Conductors | 2930 |
| Drivers | 2839 |
| Technical staff and Technical supervisor | 930 |
| Total | 7139 |

Sources: Annual Report of TNSTC, Kumbakonam 2010-2011.

TABLE – 2: NUMBER IF EMPLOYEES

| YAEAR | NUMBER IF EMPLOYEES |
|-----------|---------------------|
| 2001-2002 | 6782 |
| 2002-2003 | 6456 |
| 2003-2004 | 6371 |
| 2004-2005 | 5718 |
| 2005-2006 | 5719 |
| 2006-2007 | 7192 |
| 2007-2008 | 7048 |
| 2008-2009 | 7253 |
| 2009-2010 | 7253 |
| 2010-2011 | 7139 |

Sources: Annual Report of TNSTC, Kumbakonam 2010-2011.

From the above table, shows that the number of employee by the study period during the year 2001 to 2002 is increased. Gradually 2002 to 2003 to 2004, 2004 to 2005 the strength is decreased. But there is no change in the employees. During the year of 2005 to 2006, 2006 to 2007, 2007 to 2008, 2008 to 2009, 2009 to 2010, and 2010 to 2011, also the strength is reduced going to retirement. The corporation due to government policy is reduced not filled the vacancies.

TABLE-3L TRAINING PROGRAMS IN TNSTC

| S.No | Training Programs | Strongly Agree | Agree | Moderate | Disagree | Strongly Disagree | Total |
|------|------------------------------------|----------------|----------------|----------------|--------------|-------------------|---------------|
| 1 | Training programs at Tamilnadu | 25 (16.66%) | 50 (33.33%) | 73 (48.66%) | 2 (1.35%) | 0 (0%) | 150 (100%) |
| 2 | Training Programs (On the job) | 26 (17.35%) | 47 (31.33%) | 68 (45.33%) | 5 (3.33%) | 4 (2.66%) | 150 (100%) |
| 3 | Training Programs (Off the job) | 24 (16.00%) | 52 (34.66%) | 72 (48.00%) | 2 (1.34%) | 0 (0.00%) | 150 (100%) |
| 4 | Involvement and participation | 19 (12.66%) | 73 (48.66%) | 58 (38.68%) | 0 (0%) | 0 (0%) | 150 (100%) |
| 5 | Good supervisor skill | 34 (22.66%) | 62 (41.33%) | 53 (35.35%) | 1 (0.66%) | 0 (0%) | 150 (100%) |
| 6 | Growth and development | 33 (22.00%) | 70 (46.66%) | 45 (30.00%) | 2 (1.34%) | 0 (0%) | 150 (100%) |
| 7 | Technical knowledge and skill | 23 (15.33%) | 53 (35.33%) | 74 (49.34%) | 0 (0%) | 0 (0%) | 150 (100%) |
| 8 | Refreshment | 27 (18.00%) | 46 (30.67%) | 77 (51.33%) | 0 (0%) | 0 (0%) | 150 (100%) |
| 9 | Medical facility | 31 (20.68%) | 49 (32.66%) | 69 (46.00%) | 1 (0.66%) | 0 (0%) | 150 (100%) |
| 10 | Training are cordial | 27 (18.00%) | 68 (45.33%) | 55 (36.67%) | 0 (0%) | 0 (0%) | 150 (100%) |

1. The table shows Training programs at Tamilnadu in TNSTC corporation 48.66% the respondents are moderate, 33.33% are in agree, 16.66% are strongly agree, and 1.35% are disagree.
2. The table shows Training Programs(On the job) in TNSTC corporation 45.33% of the respondents are moderate, 31.33%are in agree, 17.35% are strongly agree, 3.33% are disagree and 2.66% are strongly disagree.
3. The table shows Training Programs(Off the job) in TNSTC corporation 48.00% of the respondents are moderate, 34.66%are in agree, 16.00% are strongly agree and 1.34% are disagree.
4. The table shows Involvement and participation in TNSTC corporation 48.66% of the respondents are agree, 38.68%are in moderate, and 12.66% are strongly agree.
5. The table shows Good supervisor skill in TNSTC corporation 41.33% of the respondents are agree, 35.35%are in moderate, 22.66% are strongly agree, and 0.66% are disagree.
6. The table shows Growth and development in TNSTC corporation 46.66% of the respondents are agree, 30.00%are in moderate, 22.00% are strongly agree, and 01.34% are disagree.
7. The table shows Technical knowledge and skill in TNSTC corporation 49.34% of the respondents are moderate, 35.33%are in agree, and 15.33% are strongly agree.
8. The table shows Refreshment in TNSTC corporation 51.33% of the respondents are moderate, 30.67%are in agree, and 18.00% are strongly agree.
9. The table shows Medical facility in TNSTC corporation 46.00% of the respondents are moderate, 32.66%are in agree, 20.68% are strongly agree and 0.66% are disagree.
10. The table shows Training are cordial in TNSTC corporation 45.33% of the respondents are agree, 36.67%are in moderate, and 18.00% are strongly agree.

SUGGESTIONS

- ✓ The department gives more concentration about identifying the number of training.
- ✓ The manager will be offered more incentives oriented training programs.
- ✓ The manager should create the positive attitude among the employees.
- ✓ The department should create the positive attitude oriented programs.
- ✓ The department must offer more outdoor oriented trending programs.
- ✓ The departments evaluate the training performance periodically.

CONCLUSION

The present review suggests that these benefits range from individual and team performance to the economic prosperity of the TNSTC Corporation. To understand these benefits of training, we adopted a multilevel, multidisciplinary, and global perspective. We also included a discussion of how to maximize the benefits of training. These factors include paying attention to needs assessment and pre training states of trainees (e.g., trainee motivation), training design and delivery (e.g., advantages of using error training), training evaluation (e.g., documenting training success differently depending on the stakeholder in question), and transfer of training (i.e., the importance of interpersonal factors).

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