

## **A Study of the Importance of Training and Development of Personnel of Cochin Port Trust, Kerala, India**

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— *Review of* —  
**Integrative  
Business &  
Economics**  
— *Research* —

### **ABSTRACT**

The maritime gateway to peninsular India, Cochin is the fastest growing logistic centre emerging in to a major International transshipment terminal. An all-weather natural Port, and located strategically close to the busiest international sea routes Cochin is promoting a major liquid terminal, bulk terminal and maritime industries in its port based special economic zones. In this study, in the field of personnel management, training and development is the area concerned with managerial activities intended at enhancing the performance of individuals and groups in organizational surroundings. It has been branded by numerous names, including employee development, human resource development, and learning and development etc. Training, which comprises both on the job and off the job training methods and development certifies that uncertainty in organizational set-up, is reduced, and learning or behavioural alteration takes place in structured format. The clashes at workplace, with possibly the most disturbing and distressing career consequences, are those that take place between employees and their superiors. Training a staff to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long term accomplishment.

For the study, 1% sample size (163) was considered out of the total population size of 16262 (Source: secondary data- Employee List as on 30.10.2013 from the Cochin port trust website portal). The research design adopted in this study has been descriptive and analytical in nature. Both primary as well as secondary data has been used in this study along with proper sampling techniques.

**Keywords:** Training (on the job & off the job) and Development, Workforce, Cochin Port Trust, Organizational set-up, Staffs efficiency and motivation

### **Introduction**

Training and development is the field concerned with organisational activities aimed at bettering the performance of individuals and groups in organisational settings. It has been known by several names, including employee development, human resource development, and learning and development. Training and development ensures that randomness in

organisational setting is reduced, and learning or behavioural change takes place in structured format. The conflicts at workplace, with perhaps the most devastating career consequences, are those that take place between employees and their superiors. Training an employee to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long term success.

An organisation is set up with the purpose of achieving certain objectives. These objectives can be achieved only when organisation is utilizing its resources in the best possible manner. Most important asset of any organisation is its human resource. This is possible only through effective utilization of the human resource potential. The success of the organisation depends on the quality and work effort of the personnel. Proper attention should be given to the people through recognition of their talents and development of their potential. All institutions should have employees with necessary skills and knowledge to carry out their job. Before introducing a new skill or a product, the company must educate its employees to face the risk and challenges. Hence, training and development has become one of the important functions of Human Resource Management.

Training adds value to the overall performance of the organisation. Having high potential employees do not guarantee that they succeed in their endeavours instead they have to know what to do and how you want them to do. If they do not, it will lead to known consequences. Hence, training is vital as it contributes to the efficiency of the organisation and improves the performance and prospects of employees. Assessing how far the training programme has been worthwhile is the bottom-line of Human Resource Development operations. Training evaluation is done to provide quality control over the design and delivery of training activities. Every employee should be enabled to develop and deploy his ability so that they can be productive as quickly as possible.

### **Significance of the study**

Training enhances job related skills and also facilitates acquiring of new skills required for averting skill obsolescence in an organisation. Evaluation of training is to be done to provide quality over the design and delivery of training activities. Feedback about the effectiveness of training programmes would help the trainers to develop better training programme, design new training plans and thus the training course can be amended in the light of these comments.

## **Literature review**

For the most part, the terms ‘training’ and ‘development’ are used together to describe the overall improvement and education of an organisation’s employees. However, while closely related, there are important differences between the terms that centre on the scope of the application. In general, training programmes have very specific and quantifiable goals like operating a particular piece of machinery, understanding a specific process, or performing certain procedures with great precision. Developmental programmes, on the other hand, concentrate on broader skills that are applicable to a wider variety of situations, such as decision making, leadership skills, and goal setting (*Jacob, Ronal L, 2003*).

Implementation of formal training and development programmes offers several potential advantages to quality job performance in business organisations. For example, training helps companies create pools of qualified replacements for employees who may leave or be promoted to positions of greater responsibility. It also helps ensure that companies will have the human resources needed to support business growth and expansion. Furthermore, training can enable a small business to make use of advanced technology and to adapt to a rapidly changing competitive environment. Finally, training can improve employees’ efficiency and motivation, leading to gains in both productivity and job satisfaction. All of these benefits are likely to contribute directly to a business’s fundamental financial health and vitality (*Ambler, 2006*).

## **Research Problem**

This study was focused on analysing the effectiveness of the training and development programme at Cochin Port Trust. Feedback on the training programme conducted and their effect of the programme on employee performance was the main source of data for the study. As the organisation needs to improve its performance through personnel training and development, this study would help the organisation to understand the real importance of training programme on the personnel performance. This study also provides an opportunity to understand the key aspects of training programme and to have insights into effectiveness of training sessions.

## **Objectives**

- 1) To assess the role of training in improving the skills, and career growth of the personnel's with reference to Cochin Port Trust
- 2) To scrutinize accomplishment of the personnel(s) after the training programme

### **Hypotheses**

- a)  $H_0$  : There is no significant association between satisfaction with training and development in skills for efficient implementation of work
- b)  $H_0$  : There is no significant association between satisfaction with training and career growth

### **Methodology**

Based on the important principle on which the theory of sampling is based, 'Principle of statistical regularity', sample range was determined. Law of statistical regularity states that if a sample is taken at random from a population, it is likely to possess almost the same characteristics as that of the population. Thus, keeping in mind the rule of thumb method, for this study, 1% sample size (163) was considered out of the total population size of 16262 (Source: secondary data- Employee List as on 30.10.2013 from the Cochin port trust website portal). The research design adopted in this study has been descriptive and analytical in nature. Both primary as well as secondary data has been used in this study along with proper sampling techniques. Respondents were met personally and with the help of enumerators, and their responses were collected through questionnaires, and with the help of unstructured interviews. Secondary data were collected from websites, journals, magazines, published project works etc.

### **Tools used**

For this study, classification method via percentages was used for the initial data analysis purpose. Chi-square testing was also applied in this study. It is important to mention the use of the non-parametric procedure of chi-square for testing frequencies in categories. Chi-square can be used for testing goodness of fit, independence and homogeneity.

## Analysis

**Table 1**  
Gender of Employees

Classification	Number of employees	Percentage
Male	106	65.04
Female	57	34.96
<b>Total</b>	<b>163</b>	<b>100</b>

(Source: Primary data)

From Table 1, it is clear that male and female employees are working together. Among them, the majority of the respondents are male i.e. 65.04% whereas female employees are 34.96%

**Table 2**  
Age-wise distribution of employees

	Number of employees	Percentage
Below 30 years	11	6.74
Between 31-40 years	93	57.06
Above 41 years	59	36.19
<b>Total</b>	<b>163</b>	<b>100</b>

(Source: Primary data)

From Table 2, the age distribution of the employees has been clearly mentioned. 6.74% of the employees are aged below 30 years while, 57.06% of the employees are aged below 31 – 40 years. Likewise, 36.19% of the respondents are aged above 41 years. So majority of the employees are aged between 31 to 40 years category.

**Table 3**  
Educational qualification of employees

Classification	Number of employees	Percentage
Non-graduates	31	19.02
ITI/Diploma/Polytechnic	77	47.24
Graduates	34	20.85
Post graduates/Professionals	21	12.88
<b>Total</b>	<b>163</b>	<b>100</b>

(Source: Primary data)

From Table 3, educational qualification of the employees is described in different ways. 19.02% of the employees are non-graduates. Correspondingly, 47.24% of the employees have studies up to ITI/Diploma/Polytechnic. Similarly, 20.85% of the employees

have studied up to graduation. And finally 12.88% are educated up to post graduation or having professional qualification like M.Tech, MBA, and Chartered Accountant etc. Thus, it is observed that majority of the respondents have come from ITI/Diploma/Polytechnic category.

**Table 4**  
Designation of employees

Classification	Number of employees	Percentage
Junior Engineers/Senior Engineers	13	7.98
Managers/Deputy Managers	19	11.67
Clerical/administrative employees	51	31.28
Technicians/Mechanics/System Operators	80	49.07
<b>Total</b>	<b>163</b>	<b>100</b>

(Source: Primary data)

According to Table 4, position of the employees is shown. 7.98% of the employees occupy their designation as Junior and Senior Engineers. Whereas 11.67% employees are working as Managers and Deputy Managers. However, 31.28% of the employees occupy their designation as Clerical/administrative staffs as against which, 49.07% of the employees hold their designation as Technicians/Mechanics/System Operators. Hence, majority of the respondents were in Technicians/Mechanics/System Operators category.

**Table 5**  
Association between satisfaction with training and development in skills

		Satisfaction with training		Total	Chi-square value
		Yes	No		
development in skills for efficient implementation of work	Yes	112	33	145	22.34* (p<0.001)
	No	07	11	18	
Total		119	44	163	

\*significant at 1% level

From table 5 it is observed that there is significant association between satisfaction with training and development in skills for efficient implementation of work. Chi-square value (22.34) shows that the null hypothesis ( $1^{st} H_0$ ) is rejected at 1% level. It is found from Copyright © 2014 Society of Interdisciplinary Business Research ([www.sibresearch.org](http://www.sibresearch.org)) ISSN: 2304-1013 (Online); 2304-1269 (CDROM)

the analysis that there is a close association between satisfaction with training and development in skills for efficient implementation of work. From table 5, it is evident that development in skills for efficient implementation of work results in satisfaction with training among employees of Cochin Port Trust.

**Table 6**  
Association between satisfaction with training and career growth

		Satisfaction with training		Total	Chi-square value
		Yes	No		
Career Growth	Yes	89	41	130	7.86* (p<0.001)
	No	22	11	33	
Total		111	52	163	

\*significant at 1% level

From table 6 it is observed that there is significant association between satisfaction with training and career growth. Chi-square value (7.86) shows that null hypothesis ( $2^{\text{nd}}$   $H_0$ ) is rejected at 1% level. It is found from the analysis that there is a close association between satisfaction with training and career growth. From table 6 it is evident that training helps in career growth results in satisfaction with training among employees of Cochin Port Trust.

## Conclusion

In totality, the training and development in Cochin Port Trust has been satisfactory. But nevertheless scope for betterment has room, which is possible only when the employer considers the feedback of the employees during the training. For this purpose, the organisation has to hold the training programme depending on desirability of the employees. Before conducting the training, the superior of the employees have to hold the discussion with the subordinates, collect the views of the employees and due importance can be given to the employee's feelings.

Employees of the company have to put forth their feelings to the knowledge of the employer. The organisation has to give relevant training programme to the employees

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ISSN: 2304-1013 (Online); 2304-1269 (CDROM)

periodically based on the feedback received from them in order to increase their efficiency. The employees can be given on the job and off the job training for the smooth and better functioning of the organisation.

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