

## Training Helps Support Better Performance

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### Abstract

The study been done on wagon repair shop to help understand effect of cultural, language, religious, financial and educational differences on the workers and their effect on organisational cohesiveness. Survey been done on 110 workers and interview technique is used to collect the data. Results been shown in terms of percentage and are henceforth evaluated to achieve the desired end results. It was found despite a significant difference in all the studied elements ,workers cohesiveness and cooperative soul couldn't affect. They are doing very good in terms of job and share warm relationship with colleagues as well as administration.

**Keywords:** Repair shop; Cooperation; Management; Employment; Education; Income

### Introduction to the Factory

After long services components of wagon/coaches or locos may become loosened. Worn or corroded. To recover its efficient condition it requires periodical overhauling. P.O.H. is done with time interval on the basis of mileage covered by the wagons coaches or locos during its service period. The South Eastern Railway, one of the major zones of Indian Railway, have got the following work-shop where components of the wagons/coaches, locos are manufactured and overhauled.

(a) Nagpur work shop: It was constructed in 1879. It is a Narrow Gauge work shop.

(b) W.R.S. Kharagpur: The biggest wagon repair shop of the S.E. Rly. Is situated in Kharagpur (West Bengal) this workshop undertaken periodical overhauling of steam locomotives carriages and wagons.

Sini Engineering work-shop: - It was constructed in 1879. It is located at Sini between Tata and Chakrdharpur (Bihar). This workshop is well known for engineering works, producing Tracks, Parts, shed parts motor etc.

(c) The working capacity of Kharagpur Repair shop to overhaul, repair wagon/coaches/locomotives proved in sufficient to cope-up the needs of the S.E. Railway region. The increase in traffic was due to the installation of Steel Plants and various industries on S.E. Rly. Region. The proposal for the additional workshop at Raipur, S.E. Rly was 1<sup>st</sup> moved in 1950 in second five year plan. It was approved in 1958-59 at an estimated cost of 2.6 cores for the five stages with a rated capacity of 1.9 four-wheeler unit. This new wagon repairing shop at Raipur came up on the area acquired by the Bengal Nagpur Railway in 1930. The W.R.S is situated near-about Urkura Station, about 10 K.M. to the east of Raipur Station having a total covered area of 226 hectares. It was constructed at a cost of Rs. 6.82 Crores. The development of maintenance and repair facilities at Raipur was planned as subsidiary facilities to supplement the capacity available at gigantic railway workshop at Kharagpur. This construction for work-shop started in 1945 and regular periodical overhauling of wagons started by 1968. Maintenances, repairs to rolling stock between Kharagpur and Raipur shop have been renationalised to avoid duplication of work. Keeping these views in mind Raipur workshop has undertaken mainly the test of periodical overhauling of Bogie types of wagon such as B.O.X., B.C.X., B.R.H., B.O.B.S., and B.O.B. The following important specialization has been observed in layout of wagon Repair Shop of Raipur

1. Wagon Repair shop is consisting of different ships which

can be grouped under production shops and repairing shops, under production shops-smithy shops, Machine shops and under repairing shops-stripping shops, Body, Bogie, fitting and wheel shop may be considered. The production shop is laid-out in a sequence where repairing workers are going on in an order. The production shops smithy and machine shops are located near to the store debit. So it is convenient for the transactions of raw materials and produced material between the shops and store debit.

2. Enough place in left between shops and boundary walls for future expansion.

3. A first aid post is provided for immediate treatment of injured persons during accident.

4. All shops are made up of steel girders and asbestos sheets etc. which is economically cheap providing strength and resistant to fire etc.

5. The store depot where raw materials and produced materials are stored is located at the side of the main road and directly connected to bogie shop. These transportation facilities for store depot are available by road and Railway lines.

6. The shop area is surrounded with wall protecting entrance of unauthorized person to inside the shop for entrance only main gate is used and security guards are posted here.

7. Good ventilators are provided for gaseous exchanges. On the roof of the shops mild glasses are provided so clear light is diverging to inside of the shop at day time. For night time high voltage mercury lamps have been provided for good lightings.

8. The administrative office building had constructed outside to the main gate boundary area of the shop. So officers and important officials being prevented with notices and disturbances created by the shop. It is also helping in direct meeting of the representatives coming from other industries with officers avoiding making of entrance passes etc.

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9. Roads are well planned and made with coal tar. Reaching to every part of the shops providing good transportation ways for workers [1].

### Manpower Position of W.R.S

Wagon repairing shop of Raipur leads the field or repairing such as B.O.X., B.C.X., B.R.X., B.O.B.S. and B.O.S. of S.E. Rly and in utilization of the capacity of periodical over hauling of B.O.X., B.C.X., B.R.H., B.O.B.S. and B.O.B. The achievement of capacity utilization of different shops is quite satisfactory. Wagon Repair shop of Raipur is not only a technical establishment of S.E. Railway for repairing of Bogies but has also huge complex of human machinery having different levels of technical and non-technical assignment. The work-shop has man-power 1665 employees as core of this undertaken for maintaining, efficiency in repairing of bogies as B.O.X., B.C.X., B.R.H., B.O.B.S. and B.O.B. The human machinery of such a complex undertaking having variety of services to be rendered in the field of repairing wagons requires harmonious and fruitful relationship between superior and subordinates between colleagues and the whole human world of the S. E. Railway employees. Normally the success of the workshop depends upon the management of man, machinery material and money but it is the 'man at work'. The human element i.e. often responsible for the success of an organisation the management of management force of wagon repair shop required proper machinery and establishment which must be in position to cope-up with the mask dynamics in the organisation whether formal or informal. In other words the machinery to administer policies for employee, workers and officers at all levels of organisation and a system to give feed-back regarding the implementation of the policies. W.R.S., Raipur is a unique repairing shop in the zone of S.E. Railway and has achieved distinction in the field of efficient conduction of the work-shop. Same distinction is required to be maintained in the field of man-power management. It consists of eight executives and 1657 non-executives employees departmentally. Besides the work force of employed by these contracting agencies the given table provides as total Man-power position in different units of the under-taking (Table 1).

### Main-power position

**Executives and non executives:** Man Power Position in W.R.S., S.E. Railway. Raipur is a tabulated above has the strength of 8 Executives who are managing eleven departments and 1657 non-executives in different department. The above table depicts the portion of executives and non-executives in different department. The analytical view of Man Power position gives us an idea of man power position with a different department as under [2].

### Department-wise man-power position

The main problem of man-power is procuring the co-operation

Executives		
S.No.	Name	Frequency
1.	A.C.M.E.	1
2.	Works Manger	1
3.	Assistant Production Engineer	1
4.	Assistant Works Manager (G.P.)	1
5.	Assistant Works Manger	1
6.	Assistant Electrical Engineer	1
7.	Assistant Controller of Stores	1
8.	Assistant Medical Officer	1
	Total	8

Table 1: The main power of Executives and Non Executives.

S.No.	Name of Departments	Frequency
1.	Office Department	61
2.	Stores Department	60
3.	Electrical Department	40
4.	Account Department	50
5.	Time Office Department	10
6.	Drawing Department.	7
7.	Engineering Department	1437
	Total:	1665

Table 2: The Department of Wise man power position.

S.No.	Educational Standard	Frequency	Percentage
1.	Un-educated	16	14.54
2.	Primary School	20	18.18
3.	Pre-Higher Secondary	33	30.00
4.	Higher Secondary	22	20.00
5.	I.T.I.	4	3.63
6.	Diploma in Engineering	13	11.81
7.	B.E. of B.Sc.	2	1.81
	Total:	110	100.00

Table 3: Informants of the Educational Level.

of people employed in division activity with in the workshop towards the common, Socio-economic objectives of surveying railways through efficient and accurate repairing task of bogie. In achieving these common objectives good human relationship is necessary for every employee must know what is to be done, when and how? In reaching the common objectives willing co-operation of employee can be achieved from a well-informed organisational structure. Therefore it is necessary to have proper communication channels to understand views, attitude feelings and ideas both up-wards and down-wards channels of human machinery (Table 2).

### Social Background of the Informants

Started sociological study with the operation of his instrument of my interview schedule by asking general particulars of the informants.

### Informants of the educational level

It is evident from the above table that 85.46% are literate and remaining 14.54% illiterate. 18.18% are having primary school education and 30% have the pre-higher secondary standard of the education 20% have passed Higher Secondary examination. 3.6% have done I.T.I. course and 11.81% have done diploma in Engineering and only 1.81% have graduated in Engineering or Science Branch of knowledge. Further it is ascertained from table about the technical training of informants. The picture is very clear in the following Table 3.

### Technical training of informants

It is clear from the above table that 74.54% are having departmental training in their job and remaining 25.46% are having training through different educational institutes. 3.6% have I.T.I. training and 12.17% have done diploma course in engineering. 9.09% have previous experiences and training with them [3]. It is obvious that W.R.S. Raipur is paying giving importance on training or employee of workers. 100% are having some or the other type of training and workshop has under taken the responsibility the covering approximately 75% of employees through in training programme. The management of W.R.S. of Raipur has made educate provision for training of workers through their own training centre which is the established by workshop. The next question has re come regarding the \*residential distance of the informants from

the factory. The reply received has been tabulated as under Table 4.

### Informants of the residential distance from factory

The above table indicates that 1.7% of respondents are coming on their duties from residence from more than 8 K.M. 7.27% are requiring to cover the distance between 7 to 8 Km. and 22.72% have to travel 5 to 6 K.M. for attending the jobs. 68.18% of informants are residing within the distance are 3 to 4 Km. The menace of conveyance use for attending the duties are shown in the following table (Table 5).

### Means of conveyance

It is clear from the table, that 92.72% are using by cycles to come to their duties. Only 7.27% have not the facilities of Jeep provided by W.R. Shop. Jeep facilities are provided to the Officers of Wagon Repair Shop.

The next question replied by the informant was known as the religious relation. The informants received in this regard are quoted in the following table (Table 6).

### Religious of informants

After look at the table, it is evident the 83.63% of informants belong to the Hindu religion and other percentages are distributed among other religion.

It is clear from the above that necessity of them belongs to Hindu religion and the cost of respondents is made clear from the following table (Table 7).

S.No.	Name of Training	Frequency	Percentage
1.	I.T.I.	4	3.63
2.	Diploma Course	14	12.72
3.	Departmental Training	82	74.54
4.	Previous Training	10	9.09
Total:		110	100.00

Table 4: Technical Training of Informants.

S.No.	Distance	Frequency	Percentage
1.	1 Km to 2 Km.	--	--
2.	3 Km to 4 Km.	75	68.18
3.	5 Km to 6 Km.	25	22.72
4.	7 Km to 8 Km.	8	7.27
5.	More than 8 Km.	2	1.87
Total:		110	100.00

Table 5: Informants of the Residential distance from factory.

S.No.	Means	Frequency	Percentage
1.	On foot	--	--
2.	Rail	--	--
3.	By Cycle	102	92.72
4.	Jeep	8	7.27
Total:		110	100.00

Table 6: Means of Conveyance.

S.No.	Religious	Frequency	Percentage
1.	Hindu	92	83.63
2.	Christian	7	6.36
3.	Muslims	11	9.09
4.	Sikh	--	--
Total :		110	100.00

Table 7: Religious of Informants.

S.No.	Caste	Frequency	Percentage
1.	Brahmin	62	56.36
2.	Upper Caste	6	5.45
3.	Lower Caste or Backward Caste	12	10.90
4.	Middle Caste	20	18.18
5.	Schedule Tribes	4	3.63
6.	Schedule Castes	6	5.45
Total:		110	100.00

Table 8: Caste Classification.

S.No.	Area	Frequency	Percentage
1.	Urban	85	77.27
2.	Rural	25	22.72
Total:		110	100.00

Table 9: Migration Background of Workers.

S.No.	Region	Frequency	Percentage
1.	Raipur District	7	20.00
2.	Chhattisgarh Region (Excluding Raipur)	22	6.6
3.	M.P. (Excluding Chhattisgarh)	41	27.27
4.	Other Status	40	36.36
Total:		110	100.00

Table 10: Migration Status of Workers Region-wise.

### Caste classification

It is obvious from the above table that 61.81% of informants belong to the Upper Caste and Brahmins middle caste has the position of 18.18% and lower cost or backward caste, S.T. and S.C. have the position of 19.98%. In this work-shop castism was not same as workers from Brahmins. Community to other community are found in the same working group with attitudes of mixing and mingling very freely with each other. Group feeling is found stronger than the cost feeling. They feel that they are worker first then some caste. The following 77.27% informants are originally belonging to urban areas and 22.73% belong to rural areas (Table 8).

### Migration background of workers

The original regions and residential of informants are collected as under Table 9.

### Migration status of workers region-wise

As evident from the above table that 20% belongs to Raipur District and 6.36% from district of region. 63.63% of informants are originally of M.P. and other status have proper representation result in 36.36%. As regards the information about the mother tongues the following table give a picture in this regard (Table 10).

### Mother tongues

As seen from the table, the mothers tongue of 20% of informants a Chhattisgarhi and 31.81% in Hindi. Through mother tongue of 48.18% of informants is not Hindi. Yet, all of them speak Hindi very well 'Mother tongue has not created any group coming in the way of operation in the work-shop. In this works 39.09 live Telugu mother tongue and they are willing to learn Hindi. Oriya and Bengali speaking people represent 3.63% and 5.45% of informants. The age group of informants were collected and tabulated as under Table 11.

### Age group of members (Family)

The above table indicates that majority of informants are middle aged having 53.63%. 30.90% of them are young informants and 7.3%

S.No.	Language	Frequency	Percentage
1.	Chhattisgarhi	22	20.00
2.	Hindi	35	31.81
3.	Telugu	43	39.09
4.	Oriya	4	3.63
5.	Bengali	6	5.45
	Total :	110	100.00

Table 11: Mother Tongues.

S.No.	Caste	Frequency	Percentage
1.	0 to 10	12	10.90
2.	10 to 15	18	16.36
3.	15 to 20	22	20.00
4.	20 to 25	12	10.90
5.	25 to 30	46	41.81
6.	30 to 45	92	83.63
7.	45 to 55	27	24.54

Table 12: Age group of members (Family).

S.No.	Type	Frequency	Percentage
1.	Nuclear family (Husband and wife and their children)	20	18.18
2.	Large family (Husband and wife with children and parents)	65	59.09
3.	Single Member family	25	22.72
	Total:	110	100.00

Table 13: Type of family.

S.No.	Size	Frequency	Percentage
1.	Small (1-3)	34	30.90
2.	Medium (4-6)	73	66.36
3.	Big (7-9)	3	2.72
4.	Very Big (above 9)	--	--

Table 14: Size of the family.

and 8.2% are of younger and elder people. Family has its own impact in the social life the family in its form of social institution will remain always and the age group of family members create and influence the behaviour of the family members. The age group of family members have been collected are shown in Table 12.

### Type of family

The above table indicates that 18.18% of informants have nuclear family were as 59.09% of workers has large family. However, 22.72% of informants have single member family which indicates that they are leaving alone and their family are away from there. Further I have tried to collect size of family of informants. The informants received are shown in the table given below (Table 13) [4].

### Size of the family

As obvious from the above table that 30.9% of respondents have small family units and 66.36% of them have got medium size family. Only 2.72% of them are having big family and question of very big family having number is not at all in existence. The impact of industrialization of family size is visible and 97.26% of respondents don't have family consisting more than 6 members. Out of 1665 employees of W.R.S. 89.31% are skilled and remaining 10.69% of employees are unskilled as obvious from Table 14.

### Monthly income

The investigator had put his informants in the above categories as indicated in the table. The above table shows that large majority i.e.

77.27% of the informants belongs to upper-lower category as they are getting monthly income between 1200/- to 1800/-. The investigator then tried together the information from his respondents regarding the mobility of their occupational status and total length of service in wagon Repair Shop [5]. The following table shows the position (Table 15).

### Length of service of informants

The above table indicates that 18.18% of informants are very new and 13.63% of informants are senior staff of this wagon Repair Shop. The under given table tells the reasons of leaving earlier places by informants and joining in W.R.S. (Table 16).

### Reasons for leaving earlier place

The table reveals that 90.90% of informants have joined W.R.S. due to availability of better job with good pay. Rest have joined due to their agricultural land acquired by W.R.S. The following table the basis on which the informants entered into the service in W.R.S (Table 17).

### Basis of employments

As evident from the above table that 64% of the respondents have got employment due to the qualification and technical training acquired from technical institute. 16.36% of the informants came in the service due to past experience in the job. 9.09% of informants have got service due to land acquisition [6]. The investigator wanted to know from his informants about their desire to change the present profession. The following table indicates their desire in this respect (Table 18).

### Desire to change this job

The above table indicates that 81.18% of informants are not

S.No.	Income	Frequency	Percentage
1.	Lower-Lower up to Rs. 1200/-	--	--
2.	Upper-Lower Rs. 1200/- - 1800/-	80	77.27
3.	Lower-Middle 1800-2200	25	22.72
	Total:	110	100.00

Table 15: Monthly Income.

S.No.	Period of years	Frequency	Percentage
1.	Upto 1 year	20	18.18
2.	1 to 5 years	9	8.18
3.	5 to 10 years	31	28.18
4.	10 to 15 years	35	31.81
5.	Above 15 years	15	13.63
	Total:	110	100.00

Table 16: Length of Service of Informants.

S.No.	Reasons	Frequency	Percentage
1.	Opportunity for better job	100	90.90
2.	X-Land acquisition	10	9.09
	Total:	110	100.00

Table 17: Reasons for leaving.

S.No.	Basis	Frequency	Percentage
1.	Educational (Non-Tech.)	12	10.90
2.	Technical	60	54.54
3.	Experience	18	16.36
4.	Employment Exchange	--	--
5.	Due to land acquisition	10	9.09
6.	Because parents are employee in Railway	10	19.09
	Total :	110	100.00

Table 18: Basis of Employments.

S.No.	Desire	Frequency	Percentage
1.	Yes	20	18.18
2.	No	90	81.18
	Total:	110	100.00

Table 19: Desire to change the job.

S.No.	Occupation	Frequency	Percentage
1.	Supervisory	--	--
2.	Business	8	7.27
3.	Agriculture	--	--
	Leadership	--	--

Table 20: Types of Occupation.

S.No.	Occupation	Frequency	Percentage
1.	Agriculture	20	18.18
2.	Education	60	54.54
3.	Service	--	--
4.	Ordinary Labour	12	10.90
5.	Business	18	16.36
	Total:	110	100.00

Table 21: Occupation Classification.

S.No.	Income group	Frequency	Percentage
1.	Upto Rs. 500/- (Lower)	30	27%
2.	Upto Rs. 900/- (Middle)	--	--
3.	Upto Rs. 1200/- (Upper)	--	--

Table 22: Monthly Income of the family groups.

desirous to change the profession while 18.18% desire to change. This shows that the dis-satisfaction in job does not exist in majority of the informants. The investigator further liked to know the names of jobs from the informants who desired to change to such jobs. The position is made clear in under-mentioned Table 19.

### Preference to occupation to which desire to change

As seen the above table that only 7.29% of the informants desire to change to the work of business and remaining informants interested to do work as it is. The under-mentioned table gives a picture of the informants regarding their previous occupations (Table 20).

### Caste classification

It is clear from the above table that 18.18% of informants were agriculturist and 54.54% were taking education prior to join Railway Service. As the investigator wanted to collect the information regarding the monthly income of the informants before employed in W.R.S. He made the query and the information's collected in this regard are tabulated in the following table (Table 21).

### Monthly income before joining

The above table reveals that majority of workers are getting less than Rs. 500/- as their monthly income before joining W.R.S. (Table 22).

**Findings:** workers are not highly qualified; majority of them are pre higher secondary pass or primary pass and a significant percentage of 15% are uneducated. They are provided training at departmental level and are from lower to lower middle class. They visit the work place

daily by bicycle are lives in a span of 8 km of which majority stays within a distance of 4 kms. Caste wise they are of middle and upper middle category Hindus and are from urban areas with a family size of 4 to 6 people living with own family and parents. 81% of workers are migrants and does not belong to Chhattisgarh 5 languages are spoken of which Telugu maximum is used by 43% of them. Least used language is Oriyya and Bengali. It signifies migrants are from Andhra Pradesh and least is from Orissa and west Bengal. Average age of family members is 30-45 years representing adults factory has successfully retained workers as length of service of 81% workers is more than 5 years of which a 35% has served for 10-15 years. 91% of students joined the organisation for a better opportunity. People are further not looking forward to change their current job. Results says that people are satisfied with their jobs and are working happily in a coordinated manner despite religious, caste, language and trade differences. Financial status is too not much convincing but still they are doing better than their previous jobs. The factory has successfully retained the employees and has maintained a very good organisational culture which has resulted in providing a very good talent by training the workers time to time [6].

### Conclusion

Better training helps support better performance regardless of the educational qualifications of the workers. Cohesion among workers keeps them satisfied and hence produces quality results. Retention of workers is a major challenge for any organisation. WRS has successfully completed this challenge too by providing an encouraging organisational culture. A health and motivation organisational culture is must for attaining best results.

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