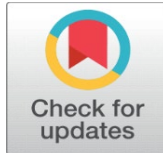
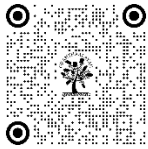


# SIGNIFICANCE OF TRAINING: A CASE STUDY OF DELHI METRO RAIL CORPORATION

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## ABSTRACT

Training is one of the most significant aspects of Human Resource Management in any organisation because in order to carve the recruited Human Resources in accordance with the requirement and expectation of an organisation, necessary training is needed. Delhi Metro Rail Corporation's commendable output in terms of operation of Delhi Metro motivated the researcher to probe into the training policy of Delhi Metro Rail Corporation. It was found to be sound in terms of infrastructure and facilities in the form of Delhi Metro Rail Academy. However, it was found lacking in certain areas, effect of which would likely get shown in a couple of years causing a foundational damage to a hitherto sound organisation.

**Keywords:** Human Resource Management, Training, Delhi Metro Rail Corporation, Delhi Metro Rail Academy

## 1. INTRODUCTION

Training is a basic concept in human resource development, concerned with developing skill sets of employees to a particular standard through practice and instruction. Beardwell and Holden stated that "Training is a planned process that is used to change attitudes, knowledge, skills and behavior through the learning experience in order to achieve desired performance in a specific activity or a range of activities." <sup>1</sup> Kirk Patrick says "Training refers to the teaching of specific knowledge and skills required on the individual's present job." <sup>2</sup> "Training plays a vital role in enhancing organizational effectiveness by equipping employees with the necessary skills, knowledge, and competencies to perform their duties efficiently. It is particularly important in today's knowledge-driven economy, where rapid technological advancements and dynamic work environments demand continuous learning and adaptability." <sup>3</sup> "Empirical research supports the assertion that structured training programs contribute significantly to improved job performance, productivity, and innovation." <sup>4</sup> "Furthermore, training has been shown to foster employee motivation and satisfaction, which are critical factors in reducing turnover and enhancing organizational commitment." <sup>5</sup> As such, the implementation of effective training strategies is essential for sustaining organizational competitiveness and achieving long-term success.

All prominent philosophical thinkers of Public Administration like Henry Fayol, Frederick Taylor, Max Weber, Mary Parker Follett, Herbert Simon, Chris Argyris and Peter Drucker have underlined the significance of training of human resources.

Delhi Metro Rail Corporation (DMRC) exhibited phenomenal delivery of the rapid transit system in Delhi and the National Capital Region in record time and budget. Behind every successful organisation is a strong and sound Human Resource Management. In order to understand the contribution of training of the employees in the success of DMRC, a study was conducted wherein responses through questionnaires were sought from 212 executive employees of DMRC.

A good training system begins with identifying the training needs. In case of DMRC, it was found that DMRC adopted proper methods of identifying training needs i.e through Annual Performance Appraisal Report (APAR), Heads of departments, feedback of trainees and results of evaluation tests conducted after a training institute. However, it was found that the employees found their pre-planned training schedules so exhaustive that they did not propose more training even if they felt the need to.

DMRC had a separate training institute, Delhi Metro Rail Academy (DMRA), with an ISO 9001:2015 organisation, for training its employees and employees of other metro rail corporations across India. DMRA was found to have state-of-the-art infrastructure but was also found to be wanting for expansion, looking at the enormous number of employees being trained at the institute. Most of the respondents (82.35%) were found to be satisfied with DMRA's infrastructure and facilities.

The permanent teaching faculty at DMRA was completely drawn from DMRC and guest lecturers were invited from other organisations also. However, DMRC could consider hiring permanent faculty from amongst professional trainers too. Shortage of faculty was also assessed. Majority of the respondents (86.89%) were found to be satisfied with the quality of the trainers. Most of the trainees who were dissatisfied complained about a retrograde pedagogy. Student exchange programme with Rapid Rail Transit Systems of other nations was also suggested by some respondents.

It was found that the Induction training given to employees recruited on permanent positions as well as those on deputation was exhaustive but hardly any Refresher Training was imparted. Also, the Induction Training was found to be imparted only to the those being recruited to the post of Assistant Manager. This was a major lacuna because in a technology led organisation, refresher courses were necessary. Inter-divisional training was also imparted to Executives from Departments like that of Signalling and Telecommunications, Electrical, Operations and Civil Engineering. A very significant initiative was to sponsor training programmes from reputed institutes like IIM Bangalore, IIT Delhi and University of Tokyo to name a few. DMRC also offered Massive Online Open Courses (MOOCs). Courses designed by IITs and the IISc were offered by the National Programme on Technology Enhance Learning (NPTEL). Special courses were also conducted by experts from institutes like IIT Roorkee, IIT Kharagpur and Harvard University. It was also found that technical departments like Department of Electrical, Civil Engineering and Operations had a low turnout in enrolling for the aforesaid courses. These employees were found to be more interested in courses technically more useful to them. Informal discussions with the respondents revealed that more than being motivated themselves, it was mostly a compulsion from their heads of the departments to enrol for the courses. Advanced Training Courses and customised training programmes, both bearing immense significance in an organisation like DMRC, were found to be very few.

At DMRA, a feedback was gathered from the trainees in which the highlights were as follows-

- Training modules be conducted at a slower pace
- Training related reading material be provided, preferably before a session
- Assessment tests be conducted even in the middle of the training session.
- Trainee exchange programmes be there with other metro training institutes

Moreover, post-training tests were conducted only after Induction training. The trainees were asked to evaluate the trainers on a scale of 1-10. If average score of a trainer was found to be less than 8, the trainer was supposed to be dismissed but the provision of dismissal lacked clarity in the related policy document. It was also found that most of the respondents said that no action was taken in view of the feedback taken from them. There was no restriction on the Trainer-Trainee ratio also which sometimes was said to make training exhausting for the trainers and less effective for the trainees. Many training programmes were found to be abandoned after witnessing low rate of enrolment instead of delving into the reason behind low rate of enrolment. Post- training analysis was also found to be missing in DMRC. There was neither a process of re-training nor an analysis of real time assessment of the utility of the training in job related knowledge.

Following recommendations emerged from the study-

- DMRC should enquire why no demand for training was emerging from the employees and why there was low rate of enrolment for online courses
- Refresher Training should not be ignored
- Training programmes should be designed for all departments
- Permanent teaching faculty may be employed from outside of DMRC too
- More number of guest lectures should be delivered by DMRC employees
- Guest lecturers from metro organisations of other countries and from premier institutes like IIT and IIM may also be invited
- Trainer-Trainee ratio should be ideal and be fixed.
- Duration of training programme should be ideal and not hurried
- Trainees should be allowed to give feedback regarding the training anytime during the training
- Re-training should be done if needed instead of making post-training tests irrelevant
- Parameters to identify the effectiveness of a training programme on the job related knowledge and skill should be in place.

## CONFLICT OF INTERESTS

None.

## ACKNOWLEDGMENTS

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