

IMPACT OF ORGANISATIONAL KNOWLEDGE ON INDUCTION/INTERNAL TRAINING – REFERENCE TO MANAGERIAL CADRE OF INDIAN RAIL TRANSPORT

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Abstract: The study intends to investigate the effectiveness of induction/internal training through the influence of organisational knowledge. Training is a part of job. All the employees undergo training after recruitment. The employees have prior work experience or are also fresher's to the field. One of the prime types of training rendered to the new joiners of the organisation is induction/internal training. Induction training is referred as platform for the employees to be conscious of the company and its opportunities says Lokhandde (2017). Internal training refers to training provided within the premises of the organisation by the experts within the company. Such training is found in manufacturing sectors and it plays a vital role (Amlus et.al., 2015). The study is descriptive and casual in nature. The sampling technique for the study is random sampling. The target participants of the study are managerial personnel of Indian Rail Transport. It is found that organisational knowledge influences induction/internal training upto 55.2 percentage. The findings of the study are in line with study of Amlus et.al., (2015).

Index Terms: Induction/Internal Training, Managerial Cadre and Organisational knowledge

I. Introduction

Training is applicable for all sectors of industries. The motto of the training is common and the choice of delivering training programmes varies according to the expected outcomes, other internal and external factors. The management invests on training programmes expecting favourable returns from the investments. The returns are evaluated through various techniques of evaluation of training. Evaluation of training provides the difference in the actual performance and the standard performance determined. Studies develop various

techniques and models to evaluate the effectiveness of training. Training is studied as induction/internal training, on the job training, off the job training, simulation training, external training, and crash training. All the types of training are evaluated to analyse the quality of the training programmes. The techniques adapted to measure the effectiveness of training could be based on the nature of training and the expected outcome of the evaluation.

Induction/Internal training is a routine programme given for new recruiters. Smith and Ingersoll (2004) in their work mark the difference between pre training, in- service training and induction/internal training. It is vital for new starters in the entire organisation say Sthapit, (2012). Induction training is to fit them in the culture, norms, shared values which defines their job and role in the organisation (Singh and Sthapit, 2008). As discussed so far, induction training is understood as a training provided for new joiners of the organisation but Mohamed and Leponiemi (2009) argues that any employee if joins new job within the same organisation will also require induction training. The importance of induction training is observed in the entire organisation.

Most studied evaluation of training technique is Krikpatrick techniques that focuses on reaction, learning, behaviour and on results but the approach of Virmani and Premila evaluate the training program is different. It is 7 step approaches. It includes pre training context, training input, post training research, learning, Job Improvement plan, On the Job and follows up and transfers. Both the approaches end with measuring the quality of the training programmes but the approach is different. This makes the research on measuring the effectiveness of training more sensitive and prime for all the organisations.

Apart from the approaches to evaluate the training programmes, there are studies identifying determinants affecting the training programmes. The determinants are individual factors or organisational factors. Some of the individual factors could be knowledge, skill, ability, creativity, talent, and commitment towards work. According to Becker 1962; Burt 1992; Greenwood and Empson 2003; Starbuck 1992, all these qualities are assets to the organisation and coin a term as Human capital. On the other hand, the organisational factors are trust, solidarity, networks, communications, volunteerism, coordination, common benefits. Robert Putnam is known as father of social capital. He defines social capital as composition of all the above said organisational factors.

Based on the factors and their features, the study considers managing organisational knowledge as a determinant of effective induction/internal training. Managing organisational knowledge refers to the cohesion of employees' knowledge with the organisational knowledge that strives to achieve goals and objectives of the organisation. The aspect of organisational knowledge is the comprehension of the concepts of knowledge management, philosophy and theory of the organisation. Managing activities with regard to knowledge management, knowledge dissemination, and knowledge sharing is known as managing organisational

knowledge. It is also a process that enables the employees to adapt to the strategies and approaches that the organisation formulates to manage cultural change. Organisational knowledge is a combination of both tacit and explicit knowledge. Tacit knowledge and explicit knowledge are the classification of the knowledge and individual would pose both types of knowledge. Drucker (1999) argues that knowledge workers are assets to the organisation. He also adds that productivity is also valuable to the organisation.

As discussed the focus of induction training inculcating the knowledge about the organisation to the employees. Therefore the study intends to find the effect of organisational knowledge on induction training. The motto of the study is to understand the influence of organisational knowledge which is the outcome of induction training. As induction training is the platform to know about the organisation, the effectiveness of training is assessed through organisational knowledge.

II. Review of Literature – Induction/Internal Training

The variable of the study is Induction training. The concepts are qualitative in nature. The composition of the concepts is through changes in the perception of the variables over a period of time. The section deals with the research carried out on these constructs by the researchers.

Induction/Internal training is provided for the new joiners to get familiarity about the organisation (Wesson and Gogus, 2005). The training is both formal and informal argues Klein and Weaver (2000). According to Mestre et.al., (1997) induction programmes answer the queries, assumptions, anxiety of employees about the organisation. The speed of new employees to quit is based on the induction programmes argues Butter (2008), Wells (2005), Wesson and Gogus (2005). But there are benefits associated with the induction/internal training programmes. The benefits are reduction in the learning time, cost reduction, reduce labour turnover and work to the full capacity of an individual says Snell (2006); Ragsdale and Mueller (2005); Brodie (2006); Derven, (2008); Cooper – Thomas and Anderson (2006), Smith and Ingersoll (2004) and Friedman (2006). Fritz and Vonderfecht (2007) adds that the first one hundred days of new employees in the organisation determines if the employee will gel with the organisation or move out from the organisation.

The employee is benefited through better induction/internal training. The benefits are in terms of organisational identification, and career growth says Derven (2008) and Wanous and Reichers (2000). The benefit of better induction/internal training programme is proved by the study of Pollitt (2007) who mentions that the satisfaction of new employees doubled to 80 percent. D'Aurizio (2007); Wanous and Reichers (2000) segregate the benefits of successful induction/internal training programmes into four categories like content, process, support and follow – up.

2.1 Theoretical Framework of the Study

Based on the review of literature, it could be drawn that organisational knowledge influences the effectiveness of induction/internal training. A conceptual framework depicts the relationship between independent variable(s) and dependent variable(s). The study treats organisational knowledge as independent variable and induction/internal training as dependent variable.

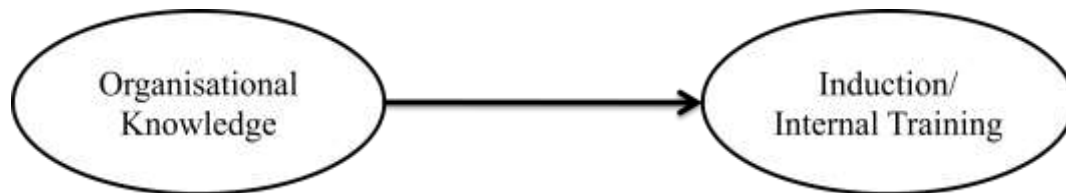


Figure 2.1 Theoretical Framework of the Study

2.2 Objectives of the Study

The study derives the following objectives based on the review of literature. These objectives act as an outline for the analysis of the study.

- To identify the existing level of organisational knowledge and induction/internal training among the managerial personnel of Indian Rail Transport;
- To evaluate the influence of organisational knowledge on induction/internal of training;

2.3 Hypothesis to be tested

Based on the theoretical model, the following hypothesis is proposed to be tested in the study at 5 percent level of significance.

- H1: There is statistical mean difference among the study variables with respect to demographic factors at 5 percent level of significance
- H2: The trust and solidarity influences effectiveness of induction/internal training at 5 percent level of significance

III. Methodology

3.1 Research Design

The study is descriptive and casual in nature. A quantitative data collection method is adapted for the study. Structured questionnaires are used to measure the construct, test hypothesis, and infer the level of influence of organisational knowledge on induction/internal training.

3.2 Participants

The participants for the study are chosen randomly. The respondents are from managerial cadre of both central and state level Rail organisations. Questionnaires are administered through face to face and 500 questionnaires are circulated. The response rate of the study is 75 percent. The strength the sample, the respondents from senior section engineers to executives are focused for the study. It is found that 91.9 % are man and 8.1% are female participants of the study. The average age of the respondents is between 44 to 54 years with a work experience of more than 10 years.

3.3 Instrument

Managing organizational knowledge is measured using 06 items developed by and a sample item is “I appreciate the range of organizational knowledge activities and initiatives taken by my organization” and the item is anchored as 1 = Strongly Disagree to 6 strongly Agree. Induction/Internal training is measured using 08 items developed by and a sample item is “Induction Training is well planned” and the item is anchored as 1 = Strongly Disagree to 6 strongly Agree. The pilot data is executed with 44 participants. The reliability and validity is tested. The cronbach alpha of the items is found to be 0.7.

Table 3.1 Item Description, CITC Score and Construct wise Cronbach's Alpha Value		
Items	CITC I	CITC II
Managing Organizational Knowledge		
I understand the concepts of Knowledge Management, Philosophy and Theory	0.640	0.653
I appreciate the range of organizational knowledge activities and initiatives taken by my organization	0.822	0.826
In my organization employment of technology enables the knowledge sharing	0.733	0.742
My organization understands primary business processes; having experience with organization operations and business tools	0.694	Deleted*
My organization adopts strategies and approaches to manage cultural change	0.671	0.553
There is a efficient database management system in my organization	0.613	Deleted*
Cronbach's Alpha Value	0.893	0.850
Effectiveness of Training		
Induction/ Internal Training		
Induction training is given adequate importance in your organization	0.725	0.929
Induction Training is well planned	0.850	0.919
I think induction training is of sufficient duration	0.711	Deleted*

Induction training provides an excellent opportunity for new comers to learn comprehensively about this organization	0.772	0.922
The norms and values of this company are clearly explained to the new employees during induction	0.882	0.911
Senior executives / officers take interest and spend time with the new staff during induction training	0.730	0.925
The new recruits find induction training very useful in this organization	0.756	0.920
Our induction training is periodically evaluated and improved	0.769	0.918
Cronbach's Alpha Value	0.935	0.931

Based on the CITC II a set of items are considered for the study. Three statements are deleted based on the comments of experts from industry.

IV. Analysis and Discussion

4.1 Existing level of Managing Organisational Knowledge and Induction/Internal Training

The prevailing level of organisational knowledge and induction/internal training in the prospective manufacturing and workshop units are studied through descriptive statistics. The results are presented in the table 4.1. It presents the existing level of perception of the study variables among the target participants of the study. The descriptive statistics provides the mean statistic and standard deviation statistic.

Study Variables	Mean Statistic	Std. Deviation Statistic
Managing Organizational Knowledge	4.1825	1.25776
Induction/ Internal Training	4.3087	1.04393

The table 4.1 presents the existing level of variables in the prospective manufacturing and workshop units of Indian Rail transport. As the instrument measured the items ranging from 1 to 6, the highest mean score is induction/internal training (4.3087) than managing organisational knowledge (4.1825). The mean statistic could be categorised based on the low, medium and high. For instance, 1 to 2 could be termed as low range, 2 to 4 could be ranged as medium level, and 4 to 6 could be ranged as high level (table 4.2).

Sl.No	Range of Mean Score	Level
1	1.00 – 1.99	Low
2	2.00 to 3.99	Medium
3	4.00 to 6.00	High
Source: Self developed		

Based on table 4.2, it could be inferred that induction/internal training (4.3087) is highly perceived among the participants of the study. It is also to note that organisational identification (4.1825) is also between 4.00 and 6.00 and could be concluded as employees highly realise about organisational identification. But the mean statistic score of induction/internal training (4.3087) is more than organisational identification (4.1825). It proves that the new entrants of the organisation are provided with induction/internal training. Based on the mean statistic it could be inferred that new joiners of the organisation would poses a prior basic knowledge with regard to the induction/internal training planned by the organisation. The new entrants would have performed some research on the techniques of induction/internal training. This research could be done through interactions with the senior employees of the organisation, or with the human resource department, or through organisation's official website, or through their offer letter with details of induction/internal training. Due to which the level of recognition about the induction/internal training is recognised highly by employees is proved with the mean statistic.

On the other hand managing organisational knowledge is perceived well but less than induction/internal training of the organisation. Table 4.2 categorises the prevailing level of organisational knowledge amidst the employees as high based on the mean score (4.1825). This implies that the employees are capable of the linking the self knowledge with organisational knowledge. It is also in line with the findings of Ployhart and Moliterno (2011). They say that knowledge, ability and skill are developed through the organisation's policies, practices. Likewise managing organisational knowledge also improves the effectiveness of induction/internal training. As we could see a theoretical relationship between managing organisational knowledge and effective induction/internal training, the study intends to study the level of influence of managing organisational knowledge on induction/internal training. This is done through coefficient of regression and is represented as r^2 . The output is presented in the following sections.

4.2 Level of Influence of managing Organisational Knowledge on Effective Induction/Internal Training

The organisation focuses to improve the induction/internal training programme at regular time intervals. The management intends to draws strategies to improve the effectiveness of induction/internal training programme. There are various stage wise techniques for the organisation to evaluate the effectiveness of induction/internal training. Studies (Amlus et.al., 2015) also find that there are certain human related factors that influence the training effectiveness in the organisation. Therefore the study focuses to find the predictive capacity of organisational knowledge on induction/internal training.

Table 1 – Model Summary for Induction/Internal Training

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.304	.302	1.05081

a. Predictors: (Constant), Managing Organisational Knowledge

The analysis for the above objective is done using Regression where the managing organisational knowledge is independent variable and induction/internal training is taken as dependent variable. It is found that managing organisational knowledge is able to explain about 30.2% (adjusted R²) of the variance in effectiveness of induction/internal training. The table 2 further clarifies that the managing organisational knowledge are able to explain about 55.2 percent of induction/internal training as depicted by the beta value. The table suggests a model given by the variate, Induction/Internal Training = 1.321 – 0.664 (Managing Organisational Knowledge).

Table 2 – Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.321	.231		5.725	.000
Managing Organisational Knowledge	.664	.052	.551	12.760	.000

a. Dependent Variable: Induction/Internal Training

It indicates that for each change of one unit in the managing organisational knowledge, the average change in the mean of induction/internal training is about 0.664units, which is of considerable magnitude and significance. This implies that new joiners of the organisation have to link the knowledge with the induction/internal training programmes for the programme to be effective.



Figure 4.1 Influence of Organisational Knowledge on Induction/Internal Training

From figure 3.2, it is proved that organisational knowledge influences effectiveness of induction/internal training. As induction training is base for imparting the knowledge about the organisation, it is effective when the organisational knowledge influences the induction training. This shows that the opinion of respondents that induction training is effective if one is thorough about the practices followed by the organisation. The induction

training plays a vital role and its essence is to make a new employee feel comfortable in the new working condition. As the respondents are educated through the induction training, the organisational knowledge is the output of effective induction training. Therefore the organisation can measure the effectiveness of induction training through the level of organisational knowledge.

V. Conclusion

It is concluded that in the manufacturing sector, the majority of employees are male than female. The concluding remarks revolve around the importance of organisational knowledge which influences the effectiveness of training up to 55.1 percent. There are various benefits associated with effective induction training. The benefits are both for the organisation and the employees. As the organisational knowledge is an aspect to rate the effectiveness of induction training, the management has to focus more on analysing the management of organisational knowledge. This enables the management to measure the induction training and design the programme according to the requirement of the organisation. The investment of training is not underutilized as the programme is designed after the evaluation of the training provided.

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