

# **ENHANCING PERFORMANCE OF PORT VIA TRAINING AND DEVELOPMENT PROGRAMMES FOR EMPLOYEES: A CRITICAL REVIEW OF CHENNAI PORT TRUST AND DJIBOUTI PORT**

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## **ABSTRACT**

*In this competitive environment, training acts as a significant role in enhancing the individuals. Specifically, Port plays a lead role in economic development and hence it is necessary to analysing the role of training and development for enhancing the employee's performance in port. Therefore, this paper reviews the increasing performance of employees in port through training and development programs conducted by two ports like Chennai and Djibouti port. To acquire this, the study adopts secondary data collection method. Various resources like magazines, official reports of two ports and other obtainable sources were used to collect the data. The findings of the paper revealed that training programme conducted by Chennai port trust is very systematic, structured and give various competency skills to their employees; as a result, the port performance is also increasing. However, some factors can hinder the employee's performance in port was observed. With respect to Djibouti port, training programs were majorly carried out to protect the employees through safety and environmental training program. The organization still lacks in employee training for enhancing their knowledge and skills regarding their performance of specific work. Considering the overall findings, the study concluded that the two chosen ports have adopted different training programs for employees. When compared to both ports, Chennai ports handled numerous training programs for employees to enrich their knowledge and skills with respect to specific work in respective departments than Djibouti port.*

**Keywords:** Chennai port trust, Djibouti port, Training and development.

## **INTRODUCTION:**

Due to technological, economic, political change and globalization make the organizations ensure the training of employees to adjust them and increase their performance to sustain in this competitive environment (Evans *et al.*, 2002). Human resources are the chief asset for any organization to assure the organizational development via nurturing essential skills and knowledge to their employees via conducting various training and development practices, as a result, the performance of organization is significantly increasing (Elnaga and Imran, 2013; Iqbal *et al.*, 2013; Padmanaban and Rehman, 2013). Hence, practices of training can be the chief factor for the organization's success that justifies their evaluation via research. Recently, the influence of training practices and human resource management on the performance of organization has been growing as a significant topic in research field (Jayakumar and Sulthan, 2014; Manning, 2015; Treven *et al.*, 2015). In this aspect, port playing an essential role in international transport chains. The changing trend in the sector induces port employees to improve their performance to tackle the situation.

Training practices adopted by some ports to their employees in order to enhance their performance (Majidi *et al.*, 2012). However, not at all ports adopt proper training, even though managers understood the positive experience of training practices (Aliman, 2017). There exist various reasons for lack of training given to employees. Firstly, many managers and proprietors are not given ample training and hence are not aware of the training benefits. Secondly, employers consider only problems that are operational and immediate in nature and such no prior planning is required. Furthermore, people believe that academic staff members and colleges should provide training so as to turn them into the trained staff. As training costs are obvious and up front, training is deemed to provide better benefits which are not measurable. Hence, the majority of organizations consider training as not important and is just a theory. Port managers tend to be not aware of the fact that that training is no longer an activity that is one-time which is designed for equipping people with life skills. However, training could act as an important technique that aids to cope up with changes in the working environment, success in terms of financial benefits, development of skills, improved margins in terms of profit and lower labour turnover levels. In addition, it should be noted that training always is ongoing. Considering all the above discussion, the present paper critically reviews the training and development practices carried out by Chennai and Djibouti port due to the personal experience of the researcher in these ports.

In the following discussion, this paper critically reviews previous research papers with regards to examining the importance of training and development practices in the organization in general and specific to port. This is further followed by the specification of research methods in a detailed manner and is chosen for the present paper. The results of the paper are depicted and are discussed in the further sections. The last section of this research paper provides the final conclusion wherein the findings are elaborated and suggestions for chosen organisations.

## **LITERATURE REVIEW:**

### **Reviews on importance of employee training for organisational performance:**

Ngu perceives training and development as a process of modification of behaviour or molding workers towards the integration of organizational requirements based on their features. Oribabor who is as cited in Kulkarni (2013) asserted that training and development aids achieving competencies such as human, technical, managerial and conceptual for the growth of individual and organization. Towards interpreting the postulation mentioned above Onah (2003) state that at the time of implementing technological and innovation changes both old and new employees should be trained to update their skills and knowledge for the adoption of new development to perform their jobs and achieve organizational and individual goals.

Halsay contends to the fact that training as a process supports employees both in their present or future career through the enhancement of suitable habit of thought and action, attitudes, knowledge, and skills. Atiomo further opines the fact that training helps employees acquire knowledge, attitude, and skills for the execution of a present or specific job more efficiently and effectively. Isyaku who is cited in the research by Kulkarni (2013) stated that training and development processes need to be continuous and is

an avenue for the acquisition of new knowledge to operate effectively. Towards reassessment and review of submissions Onah (2003) as postulated above it is revealed that training acts as an activity course which is designed for enabling individuals to identify their potential for organizational development and self-growth. Flippo (1980) as cited in Ngu also states training as efforts that are calculated and aimed at improving the skills of an employee for performing a specific job and development of knowledge of person for the vocational purpose. French (1974) further reiterated that training brings individuals to great standards for present or future tasks.

Towards the analyses of the concepts of training and development as assessed by previous researchers, it is perceived that they examined training from operational and conceptual viewpoints. Hence, training tends to aid employees towards enhancing work performance so as to ensure quality and standard of work necessitated by the organization.

#### **Reviews on training practices or programmes for employees in port:**

Training practices are common in any organisation, in this aspect; port gives training to their employees in different ways through distinct methods. However, this study does not give the proper details of availability of training programmes. According to the study of Mitroussi and Notteboom (2015), the training programme needs for seafarers and dock employees in order to enhance their productivity. However, this study does not give the proper details of availability of training programmes. Hanzu-Pazara *et al.* (2008) stated the importance of simulator-based training introduced in the maritime environment with the primary train navigation skills development such as the master/pilot relationship and passage planning. Chauvin *et al.* (2009) further explored the influence of training programmes between on-board-training and simulator-based training regarding the trainee ability in watch officers towards making decisions and avoiding collision situations. The findings of the research revealed that there exists a difference between the trainees who have perceived complex avoidance situations during their period of on-the-job training and those who have not undertaken simulator-based training. Furthermore, Gerganov (2014) highlighted some important features on the use of simulators in training which is deemed to improve safety during navigation and mitigates ship accidents. In addition, Laing (2009) examined the impact of Training and Development on organizations belong to the public sector in the Ghana Ports and Harbors Authority (GPHA). The findings of the research revealed that employees of the GPHA were not well provided adequate information about programmes involving training and development in the considered organizations. Most employees were considered training and development as effective tools for organizational and personal success. The results of the research revealed that training methods, practices, and activities at GPHA are not the best practices to be when considering the systematic and planned nature of the training process which is commonly known. Syed *et al.* (2014) showed the positive impact of human resource practices on enhancement in employees performance of Karachi Port Trust.

#### **Training programs for employees in Chennai and Djibouti port:**

##### **Chennai port:**

Among the major ports that operate in India, Chennai port is deemed to be the third oldest among them all. It operates its own railway operations within the harbor and a terminal shunting yard. The port has three docs, 24 berths and a draft which ranges from 12 to 16 m approximately and is the hub for east coast based project cargo and containers (India Brand Equity Foundation, 2017). This port covers individual training department. i.e. human resource department (HRD) was headed and controlled by a director of training with the support of Secretary. For supporting the role of director training, training manager was recruited in Chennai port. Their roles is to examine the needs of training of port employees in conversation with HODs of respective units, based on which, they need to make a plan, prepare schedules and conduct training programs in on site, external and in-house employees, getting feedback and evaluation of impact of training programs from respondents who participate in training. In continuation with evaluation of training, director of training make a revision of training programmes. Human resource department recruits external trainers to give training for new employees in on-site and other areas (outstation training programme) through conduct bilateral assistance training programmes (Chennai Port Trust, 2017a). These are the practices adopted by Chennai port to give training to their employees. However, it is still highly complex to assess the different training practices

adopted by Chennai port specifically in different internal departments. Gnanasekaran (2000) made a research on a study on analyzing the practices of HRD in Chennai Port Trust. This study found that employees have accepted the HRD concept and evidenced that Chennai port adopted a systematic HR planning to shape the best employees. Jayarani (2015) also involved in examining the satisfactory level of employees in training of Chennai port trust. This study examined the training programmes of HRD comes under structured one and also help to learn competency skills of employees. Though, employees cannot be able to adopt some training programs because of difficulty in training methods, training frequency, evaluation methods and timings offered by the organization. In line to this, the study of Arumugam (2015) evidenced that training methods and policies framed by Chennai port trust were accepted by employees differ in their educational background, age, department of the employees. This indicates that few employees revealed their acceptance level of training and few people can reject the training of Chennai port. Chennai Port Trust (2017b) reported out the training process of Chennai port trust. The organisation provides different training practices, however, especially training on safe transport and handling of explosives in order to avoid accidents during work and tool box talks was conducted at barge or ship side for discussing the safety requirements in all operations.

### **Djibouti port:**

Djibouti is a social and politically stable stage that is located at the Red Sea's entrance to the south, which is a strategic point that intersects three continents which are Africa, Asia, and Europe. More than 50 per cent of the shipping lines of the world tends to pass through the main gate of Djibouti wherein it connects the ways to Asia and Europe and is connected by rail and road to Ethiopia that is land locked and to the core of Africa. Djibouti's port has compliance with the standards of the International Ship and Port Facility Security (ISPS) wherein it is further accredited from the Lloyd's Register's security accreditation (Koopmann, 2016). Furthermore, this port has a distinct department for human resource and processes the first steps to the creation of strategic and competitive advantage for organizations. To cope up with this competitive environment, Djibouti port made different training programs to protect the employees (WHO, 2010). The port also has an established training center which was initiated in the year 2004 since training and development act as a significant function to ensure creation and enhancement of knowledge, abilities, and skills throughout their organizational career (DP World, 2017). Furthermore, the port also has a department for environment, safety and dedicated health wherein the high standards for safety with modern training programme and facilities being set. The port further possesses own services for an emergency that is equipped with rescuing and fire fighting equipment. Additionally, there are additional environmental policies for protection, technical support for oil spill equipment from the reputed organization (PMAESA, 2008). According to the report, the organization conducts operational training (classroom and practical theory training) for all employees with proper documentation. African Development Fund (2008) noticed that the port conducted site-safety induction training and driver training for their employees. The report of Lakshmi (2017) noticed the organization carried out Port Security and Facilitation training to enhance the protection level. All the above evidence have highlighted the different programmes was conducted by Djibouti port due to protect the employees from various difficult circumstances. But none of the studies have pointed out the training programmes for enhancing their performance. Djibouti port has majorly focused the training programs on safety and environmental training programs. Though, only one report highlighted that the organization provides avocational training program for employees (International Monetary Fund, 2012). Another report Styan (2013) pointed out the policy formulation of Djibouti port; however, this report does not reveal the exact training programs for employees.

### **RESEARCH METHODOLOGY:**

The increasing performance of port via training and development programs for employees in two chosen organisations through secondary data collection method. The main aim of selecting this specific methodology is that the research attempts to review the perceptions of different researchers towards the objective aforementioned in both developing and developed nations. In this context, the collection of secondary data is an appropriate methodology for the present objective when compared with the

collection of primary data. Quantitative research which examines and estimates data tends to support the assessment of the association between the different variables considered; however, such a research requires huge sample size and also tends to be expensive. However, the qualitative research tends to cover direct observation through the technique of interviewing wherein such a methodology is generally time-consuming. Both the research methods are not suitable for the present research. Since the researcher should examine the association between the different variables considered the research which is not possible, conducting interviews with respondents in both developing and developed nations are also complicated. Against this backdrop, for the present research secondary data collection methodology is used. The secondary data collection was carried out in order to specifically review the case organisations like Chennai and Djibouti port. The reason for choosing these organisations is because of personal observation and experience of the researcher. The method adopted which is the secondary research methodology tends to save resource and time wherein bias is mitigated to a great extent and the problem is understood to a great extent. Various secondary sources such as text books, magazines, journal articles and academic databases are referred to achieve the study's aim and objectives.

### **RESULT AND DISCUSSION:**

It is observed from the reviews, training programme conducted by Chennai port trust is very systematic, structured and give various competency skills to their employees, as a result, the port performance is also increasing. However, some factors can hinder the employee's performance in port was observed. Factors like training timings, the frequency of training, training and evaluation methods are not satisfactory to the employees(Jayarani, 2015). Therefore, employees do not give much importance to training in certain extent. Study of Arumugam (2015) showed that training methods and HR policies of Chennai port were not accepted by few employees, however, some of them agreed their satisfaction. This shows that training methods of Chennai port are almost satisfactory for employee's performance. This mentioned the positive performance of the organization. With respect to Djibouti port, training programs were majorly carried out to protect the employees through safety and environmental training program. The organization received the ISO 28000 security accreditation, hence the most of the conducted training programs based on safety related. This depicts the organization still lacks in employee training for enhancing their knowledge and skills regarding their performance of specific work. Though the report highlighted that the organization provides avocational training program for employees(International Monetary Fund, 2012), however, this evidence was not clear. Moreover, the reports of training programmes related to Djibouti port is restricted in specific to employees training on organizational performance.

### **CONCLUSION:**

Based on the study findings, it is concluded that the two chosen ports have adopted different training programs for employees. When compared to both ports, Chennai ports handled numerous training programs for employees to enrich their knowledge and skills with respect to specific work in respective departments than Djibouti port. Djibouti port also conducted various programs to their employees but in specific to safety and environment standard. Overall, the training and development in Chennai Port Trust have been satisfactory than Djibouti port. In this view, some of the recommendations for both ports were given in next section.

### **RECOMMENDATIONS FOR TWO CHOSEN PORTS:**

On the basis of findings from reviews, the researcher suggested some tips to both ports are as follows:

- For Chennai port trust, factors like training timings, the frequency of training, training, and evaluation methods are not satisfactory to the employees was observed in this study. Hence it is recommended to frame appropriate framework in the training module to fulfill the employee satisfaction in line with their performance.

- With regards to training on safety related issues, Chennai port trust needs to enhance more strategies in HR policies.
- Chennai port trust needs to make all the training as easily adaptable one.
- For Djibouti port, there are more training programs need to be conducted on enhancing the knowledge and skills which are required to each and every category of employees working in all departments with periodical intervals.
- Equal opportunities need to give all employees for attending the courses of training provided by Djibouti port. It increases the performance of employees in work as well as increase the performance of port.

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