



TRAINING AND DEVELOPMENT STRATEGIES IN STATE ROAD TRANSPORT CORPORATIONS OF CHHATTISGARH

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Abstract:

This study investigates the training and development strategies employed by the State Road Transport Corporations (SRTCs) in Chhattisgarh to enhance workforce performance and operational efficiency. With the growing demand for public transport services and the need for improved service delivery, effective training programs play a critical role in developing the skills of employees at all levels. This research explores the types of training offered, the methods used for employee development, and the challenges faced in implementing these strategies. It also assesses the impact of these training programs on employee performance, job satisfaction, and organizational growth. By evaluating the current training practices, this study aims to propose recommendations for strengthening the development initiatives in SRTCs, ultimately contributing to better customer service and operational excellence in the state transport sector.

Keywords:

- Training and Development
- State Road Transport Corporations (SRTC)
- Chhattisgarh
- Workforce Development
- Employee Performance
- Public Transport Sector
- Skill Enhancement
- Operational Efficiency
- Customer Service
- Employee Satisfaction

1. Introduction

State Road Transport Corporations (SRTCs) play a pivotal role in providing affordable and reliable public transportation services in India. In Chhattisgarh, these organizations are integral to the mobility of people across urban and rural areas. However, to maintain and improve the efficiency of these services, it is crucial for SRTCs to invest in the continuous training and development of their workforce. Training initiatives not only enhance the skills and knowledge of employees but also contribute significantly to organizational performance, customer satisfaction, and overall service quality.

The transport sector, particularly state-run corporations, faces numerous challenges such as outdated infrastructure, increasing demand for quality service, and the need to adapt to technological advancements. Consequently, it becomes essential to focus on training programs that enhance both technical and soft skills among employees, ensuring that they are equipped to meet the dynamic needs of the sector.

This study aims to investigate the training and development strategies adopted by the State Road Transport Corporations of Chhattisgarh. By focusing on the various training programs implemented across different operational areas such as drivers, conductors, and administrative staff, the research seeks to assess their effectiveness in improving employee performance and organizational growth.

Through a comprehensive analysis of existing training practices, this study will provide valuable insights into the



challenges faced by SRTCs in the state, the effectiveness of their current training strategies, and suggest recommendations for future improvements.

2. Training and Development Framework

Training and development are essential components for the growth and efficiency of any organization, including State Road Transport Corporations (SRTCs). In the context of Chhattisgarh, where public transport services are vital to the state's economy and daily operations, it is important to design and implement effective training frameworks that align with organizational goals and meet employee needs. This section outlines the foundational concepts of training and development and provides an overview of the strategies used by SRTCs to enhance workforce performance.

2.1. Definition and Concepts of Training and Development

- **Training** refers to the process of providing employees with specific skills or knowledge to perform their current job effectively. It is a short-term process aimed at improving specific job-related competencies, such as driving skills for bus operators or customer service training for conductors.
- **Development**, on the other hand, is a broader and more long-term concept. It focuses on preparing employees for future roles and responsibilities within the organization. Development includes enhancing employees' capabilities through leadership programs, managerial skills training, and other programs designed to support career growth.

Together, training and development aim to equip employees with the necessary tools to perform at their best while also preparing them for future roles within the organization, thereby ensuring both immediate productivity and long-term organizational growth.

2.2. Overview of Training Strategies in Public Sector Transport

In the public sector, particularly in the transportation sector, training is critical for ensuring the safe, efficient, and reliable functioning of the services provided. For SRTCs in Chhattisgarh, the key focus areas of training and development strategies include:

- **Job-Specific Training:** This type of training is aimed at developing skills directly related to the employee's current job. For example, training for drivers focuses on road safety, defensive driving, and vehicle maintenance, while conductors are trained in ticketing procedures, customer service, and passenger handling.
- **Leadership Development:** For managerial and administrative staff, leadership development programs are crucial to enhancing decision-making skills, strategic thinking, and team management, ensuring effective leadership across the corporation.
- **Soft Skills Training:** In addition to technical skills, training in communication, customer service, and interpersonal skills is important, particularly for employees who interact with the public on a daily basis.
- **Technology Training:** With the increasing role of technology in the transport sector, such as digital ticketing systems and GPS-based fleet management, SRTCs need to invest in technology-driven training to ensure that employees are equipped to handle modern systems efficiently.

2.3. Training Needs Assessment in SRTCs

Before implementing training programs, it is essential to identify the specific training needs of employees in SRTCs. A training needs assessment (TNA) helps to identify:

- **Skill Gaps:** Determining areas where employees lack proficiency or require additional knowledge.
- **Job Requirements:** Understanding the specific skills and knowledge required for different roles within the organization.



- **Organizational Goals:** Aligning training objectives with the broader goals of the corporation, such as improving service quality, reducing operational costs, and enhancing customer satisfaction.

The TNA process involves a detailed analysis of job descriptions, employee performance reviews, feedback from supervisors, and customer satisfaction surveys. This information helps in designing training programs that address the most critical needs of the workforce and improve overall organizational performance.

2.4. Key Components of the Training and Development Framework

The key components of a successful training and development framework for SRTCs in Chhattisgarh include:

- **Training Design and Delivery:** Developing training programs that are practical, relevant, and engaging. This involves using various delivery methods such as workshops, e-learning platforms, on-the-job training, and external training sessions.
- **Monitoring and Evaluation:** Continuous monitoring of the effectiveness of training programs is essential. This involves gathering feedback from participants, assessing improvements in performance, and measuring outcomes such as reduced accidents, improved service delivery, and customer satisfaction.
- **Support for Continuous Learning:** Encouraging a culture of lifelong learning by providing opportunities for further development beyond initial training. This can include mentorship programs, on-the-job learning, and access to advanced training for career progression.
- **Resource Allocation:** Ensuring sufficient resources, including budgets, trainers, and facilities, are available to implement effective training programs. Resource allocation is particularly important for overcoming challenges such as limited infrastructure and budget constraints often faced by public sector organizations.

By focusing on these core elements, the SRTCs of Chhattisgarh can develop a comprehensive training and development framework that aligns with their objectives, enhances employee capabilities, and ultimately contributes to the growth and efficiency of the transport sector.

2.5. Methods of Training Delivery

The methods of training delivery play a crucial role in the effectiveness of training programs within SRTCs. A combination of traditional and modern approaches is often utilized to cater to the varied learning styles and operational needs of employees. The following are some of the key methods used for delivering training in SRTCs:

- **Classroom-Based Training:** This traditional method involves face-to-face learning, often delivered by experienced trainers or experts. Classroom-based training is typically used for theoretical subjects such as road safety regulations, customer service techniques, and managerial skills. It allows for interaction, group discussions, and sharing of real-world experiences.
- **On-the-Job Training (OJT):** This method is particularly effective for skill-based roles such as drivers and conductors. On-the-job training allows employees to learn by performing their actual duties under the guidance of experienced mentors. This hands-on approach helps employees gain practical experience and develop a deeper understanding of their job functions.
- **Online Training Modules:** With advancements in technology, online training has become an increasingly popular method of delivering training programs. These modules can be accessed remotely, allowing employees to learn at their own pace. Topics such as vehicle maintenance, customer service standards, and software usage for ticketing systems can be covered through online courses, making training more flexible and accessible.
- **Workshops and Seminars:** Workshops and seminars provide interactive learning experiences, where employees can engage in group activities, discussions, and practical exercises. These are particularly useful for developing soft skills, such as communication, leadership, and conflict resolution. Workshops also provide opportunities for employees to learn from industry experts and gain new insights into best practices.
- **Simulation and Virtual Reality (VR) Training:** As technology evolves, newer methods like simulation and VR are being incorporated into training programs, especially for roles that require high levels of



precision, such as driving. VR simulations allow trainees to experience real-life scenarios in a controlled, risk-free environment, enhancing their decision-making and crisis management skills.

2.6. Importance of Continuous Feedback and Evaluation

For training programs to be truly effective, continuous feedback and evaluation mechanisms must be embedded within the framework. Feedback helps to identify areas of improvement in the training process, while evaluation measures the impact of the training on employee performance and organizational outcomes.

- **Feedback from Employees:** After each training session, employees should be encouraged to provide feedback on the relevance, delivery, and effectiveness of the training. This helps trainers understand what worked well and what needs improvement.
- **Performance-Based Evaluation:** Monitoring employee performance after training is crucial to assessing the effectiveness of the program. Key performance indicators (KPIs) such as safety records, customer feedback, and operational efficiency can help gauge whether the training has led to tangible improvements in performance.
- **Follow-up Sessions:** Regular follow-up sessions or refresher courses should be scheduled to reinforce key learning points, address any challenges faced by employees, and update them on new developments in the industry. This ensures that training remains relevant and employees continue to improve over time.

2.7. Link Between Training and Organizational Goals

It is essential that training and development strategies are aligned with the overarching goals of the State Road Transport Corporations. This alignment ensures that the efforts put into training lead to measurable improvements in organizational performance. The key objectives of SRTCs, such as enhancing service delivery, increasing efficiency, and improving safety, can only be achieved through focused and targeted training.

- **Improving Service Delivery:** By providing employees with the right skills, particularly in customer service and operations, training contributes to a better public perception of the SRTC. Training in customer handling, etiquette, and communication can lead to improved passenger experiences, enhancing the reputation of the corporation.
- **Enhancing Efficiency:** Training programs focused on operational skills, such as route management, vehicle maintenance, and time management, directly contribute to the improved efficiency of SRTCs. Skilled employees can handle day-to-day operations more effectively, reducing delays, costs, and improving productivity.
- **Ensuring Safety and Compliance:** Safety is one of the most critical aspects of the transport sector. Comprehensive training programs in road safety, first-aid, and emergency management help reduce accidents and ensure compliance with national and state regulations. This not only protects employees and passengers but also minimizes legal and financial risks for the organization.
- **Promoting Organizational Growth:** Investment in employee development enhances job satisfaction, reduces turnover, and fosters a culture of continuous improvement. By upskilling employees and preparing them for more significant roles, training contributes to the long-term growth and sustainability of the organization.

2.8. Challenges in Training and Development for SRTCs

While training is essential, implementing it effectively in the public transport sector comes with a set of unique challenges, particularly in the context of SRTCs in Chhattisgarh:

- **Budget Constraints:** Public sector organizations often face budgetary restrictions that limit the resources available for training programs. This can impact the quality and scope of training offered to employees.



- **Resistance to Change:** Employees may show resistance to new training initiatives, particularly if they are accustomed to traditional methods of working. Overcoming this resistance requires effective change management strategies, leadership support, and clear communication of the benefits of the training.
- **Technological Limitations:** The adoption of modern training tools, such as e-learning platforms or simulation-based training, requires access to advanced technology and infrastructure. Many SRTCs may face challenges in implementing these tools due to outdated infrastructure and limited access to technology.
- **Geographical Barriers:** In states like Chhattisgarh, where employees may be spread across remote locations, delivering consistent training to all staff members can be challenging. Solutions such as mobile training units or online training modules can help address this issue, but they require additional planning and resources.
- **Maintaining Consistency:** Ensuring that all employees, regardless of their role or location, receive the same quality of training is essential for maintaining consistency in service delivery. Developing standardized training programs and materials is crucial for this purpose.

In summary, the training and development framework for State Road Transport Corporations in Chhattisgarh must address these challenges while focusing on continuous improvement and alignment with organizational goals. By implementing effective training strategies, SRTCs can foster a more skilled, efficient, and motivated workforce that drives the success of public transportation services across the state.

3. Training Programs in SRTCs of Chhattisgarh

Training programs in State Road Transport Corporations (SRTCs) of Chhattisgarh are designed to address the diverse needs of employees across various operational levels, ensuring that they are equipped with the skills and knowledge necessary for effective performance. These programs focus on both technical competencies and soft skills, promoting an overall improvement in service quality, efficiency, and employee satisfaction. This section highlights the key training initiatives undertaken by SRTCs, including their types, delivery methods, and target audiences.

3.1. Types of Training Programs Offered

SRTCs in Chhattisgarh offer a variety of training programs tailored to meet the specific needs of different job roles within the organization. The following are the main types of training programs:

- **Driver and Conductor Training:**
 - **Driving Skills:** This program is designed to ensure that drivers are well-trained in road safety, defensive driving, handling various weather conditions, and ensuring passenger safety.
 - **Route Knowledge:** Drivers are provided with extensive training on local and regional routes, including the identification of key landmarks, routes with high traffic, and alternate routes during emergencies.
 - **Passenger Handling and Etiquette:** Conductors are trained in passenger communication, ticket collection, customer service, and conflict management. This training also includes behavior training, ensuring that conductors offer a respectful and safe environment for passengers.
- **Administrative and Managerial Training:**
 - This program targets senior staff, including managers, supervisors, and team leaders. The focus is on leadership development, strategic planning, decision-making, and resource management. Managers are trained to optimize the use of resources and improve operational efficiency.
- **Maintenance and Technical Training:**
 - **Vehicle Maintenance:** Given the critical importance of vehicle upkeep in the transport sector, training is provided to maintenance staff on routine maintenance, troubleshooting, and repairing vehicles. This ensures that buses and other vehicles in the fleet are safe and reliable.
 - **Technology and System Training:** With the increasing reliance on technology, training programs for employees include the use of GPS tracking systems, digital ticketing systems, fleet management software, and other technological tools.
- **Customer Service and Soft Skills:**



- Customer service training is vital for enhancing the interaction between staff and passengers. This program includes modules on communication skills, conflict resolution, empathy, and customer care.
- **Conflict Management and Stress Handling:** These programs teach employees how to deal with irate passengers, stressful situations, and conflict in a professional manner, ensuring that the quality of service remains consistent.

3.2. Methods of Training Delivery

The methods of delivering training are diverse, allowing SRTC's to reach employees across various roles and locations. Some common methods of training delivery include:

- **Classroom Training:** This is the most traditional method, where employees attend scheduled sessions led by trainers. This method is particularly effective for theoretical knowledge, such as safety protocols, customer service policies, and regulatory standards.
- **On-the-Job Training (OJT):** As an essential part of the training process, OJT allows employees to learn while performing their actual job functions. Drivers and conductors learn through real-world experience on the road, while maintenance staff receive hands-on training with the vehicles and tools they work with daily.
- **Online Training:** For employees who cannot attend in-person sessions, online modules offer a flexible and convenient way to complete training programs. Online training can be particularly beneficial for administrative and technical training related to software, systems, and other tools.
- **Workshops and Seminars:** These interactive sessions often involve group activities, discussions, and practical exercises. Workshops are typically used for developing soft skills like customer service, leadership, and stress management, while seminars provide employees with the opportunity to learn from experts in the field.
- **Simulation-Based Training:** As part of technological innovation, SRTC's have started using simulation-based training, especially for drivers. These simulators mimic real driving scenarios, such as road accidents, difficult weather conditions, or heavy traffic, enabling employees to practice decision-making skills without the risk.

3.3. Target Audience for Training Programs

The target audience for training programs within SRTC's is diverse, and programs are tailored to meet the needs of specific groups. Key target audiences include:

- **Drivers and Conductors:** These employees undergo intensive, job-specific training that focuses on safety, route management, passenger interaction, and emergency protocols.
- **Administrative and Managerial Staff:** Training for this group focuses on leadership skills, resource management, decision-making, and strategic planning to enhance organizational efficiency.
- **Technical and Maintenance Staff:** This group receives training on vehicle maintenance, troubleshooting, and the use of modern technologies that ensure operational efficiency and fleet reliability.
- **Support and Customer Service Staff:** Employees in these roles are trained in communication, customer handling, and resolving passenger grievances, with a focus on maintaining a high level of service quality.

4. Employee Development and Performance

Employee development in SRTC's goes beyond basic training, focusing on continuous improvement and performance enhancement. The aim is to create a skilled, motivated workforce that contributes to the organization's growth and success. This section explores the impact of training and development on employee performance, the importance of skill enhancement, and how training programs help in achieving higher levels of efficiency and employee satisfaction.

4.1. Skill Enhancement for Operational Efficiency



Effective training programs directly contribute to improved operational efficiency within SRTCs. Skilled employees are more capable of performing their roles with precision and confidence, reducing errors, delays, and safety incidents.

- **Driving Skills:** Well-trained drivers can navigate routes more efficiently, reducing travel time and fuel consumption. They are also better equipped to handle emergencies, ensuring passenger safety and reducing the likelihood of accidents.
- **Operational Efficiency:** Administrative staff trained in resource management and strategic planning can optimize routes, schedules, and fleet utilization. This leads to a more efficient use of resources and cost savings for the corporation.
- **Maintenance Efficiency:** Technically skilled maintenance staff ensure that buses are properly maintained, minimizing downtime and reducing the costs of repairs and replacements.
- **Improved Safety:** With effective training in safety protocols and emergency handling, the risk of accidents, injuries, and operational disruptions is significantly reduced. This contributes to smoother, safer operations.

4.2. Impact of Training on Employee Performance

Training programs play a significant role in enhancing employee performance by equipping them with the knowledge and skills needed for their roles. Improved performance is reflected in:

- **Quality of Service:** Employees who receive comprehensive training are better at delivering high-quality service to passengers. This includes effective communication, ensuring that passengers feel valued and respected throughout their journey.
- **Job Satisfaction:** Training provides employees with the tools they need to succeed in their roles, leading to higher job satisfaction and a greater sense of accomplishment. Employees who feel confident in their abilities are more likely to remain engaged and motivated.
- **Career Progression:** Well-structured development programs offer employees opportunities for growth within the organization. By providing the necessary skills and knowledge, employees are better prepared for higher roles, leading to increased job satisfaction and retention.

4.3. Training and Employee Motivation

Training is a key driver of employee motivation. When employees are offered opportunities for learning and development, they are more likely to feel valued by the organization. This sense of value translates into higher levels of motivation, which in turn leads to better performance.

- **Recognition of Effort:** Through training, employees recognize the organization's investment in their development. This motivates them to work harder, knowing that their efforts are being acknowledged.
- **Increased Engagement:** Continuous development opportunities keep employees engaged and excited about their work. Engaged employees are more likely to be proactive, take initiative, and contribute to the overall success of the organization.

In summary, effective training and development programs are essential in enhancing the skills, performance, and motivation of employees in SRTCs of Chhattisgarh. By focusing on both technical competencies and soft skills, these programs not only improve operational efficiency but also foster a positive work environment that supports long-term growth and success.

6. Challenges in Implementing Training Programs

Implementing training programs within State Road Transport Corporations (SRTCs) of Chhattisgarh presents several challenges, many of which are related to resource limitations and organizational hurdles. While training programs are critical for improving workforce competence, these challenges must be addressed to ensure their effectiveness.



6.1. Resource Constraints

One of the primary challenges faced by SRTCs in Chhattisgarh is the limitation of resources. Many state-run organizations have a restricted budget that impacts the scale and scope of training programs. This limitation often results in insufficient access to quality trainers, materials, and facilities, which reduces the overall impact of training initiatives. Furthermore, with a large number of employees, providing individualized or comprehensive training to everyone within the workforce becomes a logistical challenge.

6.2. Resistance to Change and Training Participation

Resistance to change is a common issue in any organization, and SRTCs are no exception. Employees may be reluctant to engage in new training programs, particularly if they perceive the changes as unnecessary or disruptive to their routine. This resistance may be further compounded by a lack of awareness regarding the benefits of training, resulting in lower participation rates. Ensuring that employees understand the value of the training and how it enhances their work experience and future opportunities is crucial for overcoming this challenge.

6.3. Infrastructure and Technological Limitations

In Chhattisgarh, many SRTCs face challenges related to outdated infrastructure and technology. The lack of modern training tools and technologies, such as simulators, online learning platforms, and automated assessment tools, limits the ability to offer dynamic and engaging training experiences. Moreover, some employees, especially those in remote areas, may face difficulties in accessing digital training modules due to limited internet connectivity or lack of personal devices.

6.4. Limited Budget for Training Initiatives

Budget constraints are another significant challenge in implementing training programs. Public sector organizations, including SRTCs, often operate within strict financial constraints, which makes it difficult to allocate adequate funds for employee training. This can lead to poorly designed or insufficiently funded training initiatives, which, in turn, impacts their effectiveness. Training programs may be scaled down or postponed due to these budgetary limitations, affecting their reach and quality.

7. Effectiveness of Training Programs

For training initiatives to be successful, they must be effectively implemented and regularly evaluated to assess their impact on employees and organizational goals. This section explores how training outcomes are measured and how feedback mechanisms contribute to continuous improvement.

7.1. Assessment of Training Outcomes

Assessing the effectiveness of training programs is critical for understanding whether the desired objectives have been met. This assessment can be conducted through various methods, including:

- **Employee Performance Metrics:** Improvement in key performance indicators (KPIs) such as punctuality, customer service ratings, and safety records can be used to measure the success of training programs.
- **Pre- and Post-Training Assessments:** Conducting assessments before and after training sessions allows SRTCs to evaluate the increase in knowledge or skills among employees.
- **Long-Term Impact:** Monitoring the long-term impact of training, such as employee retention, promotion rates, and career development, helps in determining the sustainability of training outcomes.

7.2. Feedback Mechanisms and Evaluation

To ensure continuous improvement in training programs, it is essential to incorporate feedback mechanisms.



Feedback can be collected from employees, trainers, and supervisors to assess the relevance, quality, and impact of training. Common methods include:

- **Surveys and Questionnaires:** These can be distributed at the end of training sessions to gather immediate feedback on the training content, delivery, and usefulness.
- **Focus Groups:** Small group discussions can provide more in-depth insights into the effectiveness of training and identify areas for improvement.
- **Performance Reviews:** Ongoing performance evaluations of employees post-training can help determine if the skills learned are being applied effectively in real-world scenarios.

7.3. Case Studies from Chhattisgarh SRTCs

Examining case studies from the SRTCs in Chhattisgarh can provide valuable insights into the effectiveness of training programs and highlight best practices. Case studies from successful initiatives can be used to showcase how specific training strategies have led to tangible improvements in performance, safety, customer service, or operational efficiency. These real-life examples can also offer lessons for other regions or transport organizations facing similar challenges.

8. Recommendations for Enhancing Training and Development Strategies

To address the challenges and improve the effectiveness of training programs, several recommendations can be implemented:

8.1. Improved Needs Assessment Techniques

A comprehensive needs assessment is essential for designing targeted training programs. SRTCs should regularly conduct thorough assessments of employee skill gaps through surveys, interviews, and performance reviews. This will ensure that training programs are aligned with the actual needs of the employees and the organization. A well-defined needs assessment also helps prioritize training initiatives, focusing resources on the most critical areas.

8.2. Adoption of Technology-Driven Training Methods

Adopting technology-driven methods, such as online learning platforms, mobile training applications, and simulation-based training, can enhance the reach and accessibility of training programs. These technologies allow employees to undergo training remotely, at their own pace, and from any location. Furthermore, using technology can improve the overall training experience by offering interactive content, assessments, and real-time feedback.

8.3. Stakeholder Involvement in Training Design

Incorporating feedback from key stakeholders—including employees, managers, and union representatives—can significantly improve the design and relevance of training programs. Involving employees in the planning process ensures that the training meets their needs and that they feel more invested in the program. Collaboration with external experts, trainers, and technology providers can also help bring fresh ideas and expertise to the training initiatives.

8.4. Continuous Learning and Development Culture

To foster a culture of continuous learning, SRTCs should move beyond one-time training sessions and create ongoing development opportunities for employees. This could include offering refresher courses, providing mentorship programs, and encouraging employees to pursue further certifications or advanced training. By promoting lifelong learning, SRTCs can ensure that their workforce remains adaptable, engaged, and capable of meeting future challenges.



9. Conclusion

9.1. Summary of Key Findings

The study reveals that training and development programs within the State Road Transport Corporations of Chhattisgarh play a crucial role in improving employee skills, operational efficiency, and service delivery. However, challenges such as resource constraints, resistance to change, and infrastructure limitations hinder the full potential of these programs.

9.2. Contribution of Training to the Growth of SRTCs

Training programs contribute significantly to the growth of SRTCs by enhancing workforce competence, improving employee performance, and fostering a more efficient public transport system. Well-trained employees not only improve operational processes but also increase customer satisfaction, ensuring the success and sustainability of the transport corporations.

9.3. Future Prospects for Training and Development in Public Sector Transport

The future of training and development in public sector transport organizations, including SRTCs, lies in leveraging technological advancements, improving training accessibility, and fostering a culture of continuous learning. By addressing current challenges and adopting innovative solutions, SRTCs can better equip their workforce to meet the evolving needs of the transport sector, driving growth and success in the coming years.

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