

## Full Length Research Article

# An Assessment of Training and Development of the Personnel in the Taxi Industry: A Case Study of the Taxi Transportation Industry in Johannesburg

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## ABSTRACT

Major conflicts, problems and poor performance of taxi services in Johannesburg are known to be associated with the lack of training and development in the taxi industry. Quantifiable observations suggested the propositions that training and development in the taxi industry in Johannesburg is under-recognized but Johannesburg like all other cities in South Africa has a high unemployment rate and a high poverty percentage that need to be reduced. All parties involved in taxi business seen during the research in Johannesburg, taxi owners, rank marshals, taxi drivers and Transport Education and Training Authority managers were involved in the research study. Each stakeholder went through a comprehensive questionnaire process. Lack of training and development among the participants were noticed, and severity of road accidents, road rage fighting, and taxi related killings resulting in routine customer service was observed. A group of taxi managers, rank marshals and drivers were seen during the same time period served as a control group. The taxi industry accounts for sixty five percent of all public transport in Johannesburg. Respondents between 18-25 years formed the majority with respondents representing fifty percent and 26-35 representing thirty percent respectively. Respondents aged between 36-55 representing twenty percent. Younger age group has bigger percentage. Most of the taxi employees constituting the total eighty five percent have no professional qualification. Twenty five percent taxi employees hold Grade 12 and others have a Post Matric Certificate (NQF Level 5 and above holders). To reduce these problems the government need to work hard to formalise the taxi industry, amongst other measures by instilling professional skills. Training and development of taxi owners, rank marshals and drivers in the industry could be the answer to the industry problems. Subsidies are needed to be provided as it is given to the buses and trains. To sustain the smooth, productive and economic development, the government must make thorough training available in areas such as the Customer Services, Professional Driving, Supervisory, Transport Management, Transport Economics, Communication, Compliance, Conflict Management, Risk Management, Health and Safety, Anger Management, Financial Management, Business Management Skills and Human Resource management to this side of the industry.

**Key words:** Assessment; Training; Development; Personnel; Taxi Industry; Unemployment; Public Transport; Violence; Anger Management; Financial Management; Conflict Management; Human Resource Management

## INTRODUCTION

In this section, the background of the taxi industry in South Africa is provided and the needs to enhance the performance of taxi employees are discussed. The aims and objectives of the study, research problems, research questions, demarcation of the field of this study and its importance is also presented. Training and Development programs increase performance of employees and of organisations. There are needs in the taxi industry to enhance the job performance of the taxi owners and drivers (employees). The implementation of training and development are one of the major steps that all taxi transport companies need to enhance employee performance. With taxi organisations having better trained and developed taxi personnel taxi companies will definitely be able to avoid wasteful spending, road accidents, female

passenger humiliations, road rage fighting, and taxi related killings resulting in improved routine customer service. The study intends to assess the training and development programmes and performance of taxi personnel in Johannesburg.

### The objectives of the study

The main objective is to increase the importance of training and development of key personnel in the taxi industry in Johannesburg.

- To determine the type of training and skills needed for taxi managers, rank marshals and taxi drivers in Johannesburg. To ascertain if unskilled workforce in the Taxi industry contribute to poor performance of the taxi owners, rank marshals and drivers
- To ascertain if unplanned and unsystematic training and development negatively impact on the development of the taxi personnel in Johannesburg and Gauteng Province.

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- To make recommendations which training interventions is needed for workforce in the Taxi Transport industry of Johannesburg
- What are the skills needed for taxi managers, rank marshals and taxi drivers in Johannesburg in the past five years?
- How does the unskilled workforce in the Taxi industry contribute to poor performance of the taxi owners, rank marshals and drivers?
- What is the impact of unplanned and unsystematic training and development of the taxi personnel in Johannesburg and Gauteng Province?
- What recommendations can be made on training unskilled workforce in the Taxi industry of Johannesburg?

### Literature Review

In this section a brief historical overview of Taxi Industry in South Africa is provided. It gives a background of Taxi Training and Development in Johannesburg and the challenges in the taxi industry. One can also observe taxi personnel Competency Standards and Employee Development Programs: The importance and benefits of employee Training and Development in general, the impact of Training on Employee Performance are clearly explained in this chapter. Training increases employee retention and the job satisfaction. The study focus is on taxi organisation performance which depends on training and development as well as critical elements for addressing taxi workforce development issues in the taxi industry. Taxi companies, just like other companies, strive to maximize their profit and increase proficiency by finding the time and resources to train their workforce. Taxi organisations should:

- Determine the necessary competence for personnel performing work affecting service quality.
- Provide training or take other action to satisfy these needs and evaluate the effectiveness of the actions taken.
- Ensure that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives.

The survey will include a large majority of the taxi associations in Johannesburg. Assessments of the training must be conducted and records must be maintained and easily accessed. These two elements are describing the minimum requirements for establishing an effective training system. The main purpose of this study is to increase understanding regarding taxi employee training and development in relation to transport companies' performance in Johannesburg and to identify a more efficient and effective way to manage the On-Job Specific Training and development system.

### Clarification key words and concepts

For the purpose of this study, the following meanings will be associated with the problem statement:

- **Commuter:** According to Tulloch (1994: 50), a commuter is a person who travels some distance to work, especially in a city, usually by taxi or bus.
- **Minibus Taxi Industry:** During August 1996, the South African National Minister of Transport announced that

illegal minibus taxi operators complying with certain conditions would be legalised and that the industry would be formalised by registering minibus taxi associations. The government, through the National Department of Transport, identified the vital need for formalising and regulating the industry through the National Land Transport Transition Act, 22 of 2000 (Oosthuisen and Mhlambi, 2010: 6).

- **Training:** is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, productivity and performance (Harrison, 2005: 5).
- **Training and Development:** is the official and on-going educational activity within an organisation designed to enhance the fulfilment and performance of employees. Training and Development programs offered by a business might include a variety of educational techniques and programs that can be attended on a compulsory or voluntary basis by staff. Taxi business South Africa has been in existence as early as 1960s. (Harrison, 2005: 5).

### Historical overview of taxi industry in South Africa

About 600 000 people work in the minibus taxi industry in South Africa. The largest group of workers are drivers. In addition to drivers, there are queue marshals, car washers and administrative workers. In some parts of the country there are also fare collectors. About 95% of workers in the taxi industry are African. Less than 2% are women. Many of the women do administrative work for the taxi associations. Very few drivers are self-employed. Most work for a taxi owner and are paid wages. However, very few taxi owners have a formal written contract of employment (TETA Taxi Chamber overview, 2012). According to Fourie and Pretorius (2005: 33), a draft Bill based on the Welgemoed Commission's recommendations was circulated in 1983, the draft Bill proposed amongst others that:

- Minibus taxis be defined as vehicles carrying more than four passengers;
- A new category of "small busses" carrying five to twenty-five passengers, operating on fixed routes, timetables and approved tariffs be created;
- Licensed taxis to be phased out over four years and all minibus taxis be fitted with metres.

According to Fourie and Pretorius (2005: 33), the National Transport Policy Study (NTPS) was opposed by the South African Black Taxi Association (SABTA), the private sector and the National Association of Automobile Manufacturers. A new transport inquiry was then initiated by the South African government. The NTPS was executed to align transport policy with national policy in order to rationalise the transport sector. The NTPS brought about great change in the South African transport policy. The NTPS's recommendations were:

- Sixteen seater minibus taxis should be allowed to operate as minibus taxis.
- Central government should stipulate the minimum number of minibus taxis in each Regional Service Council (RSC).

- Minibus taxi numbers should be controlled on an allocation basis in each RSC area, with the RSC to decide on the maximum numbers in its area.
- The allocation should be based on a formula that includes consideration such as rank space.

According to McCaul (2001: 38), the Road Transportation Act, No. 74 of 1977 did not define minibus taxis. It was only through a loophole in this Act that minibuses could operate legally as minibus taxis. The Act defined a bus as a motor vehicle designed or adapted for the conveyance of more than nine persons, including the driver. Minibus taxis therefore could operate legally as eight-passenger vehicles. According to the White Paper on National Policy of 1987, 15-seater and larger vehicles should be allowed to operate as minibus taxis. Legal transportation permits were issued on merit, provided that the vehicles adhered to roadworthiness and road safety requirements. Fourie and Pretorius (2005: 35) wrote on the deregulation process of 1987 that allowed market forces to determine entry into the minibus taxi market, which was encouraging various applicants to be granted permits to operate minibus taxis. This resulted in the minibus taxi industry in South Africa growing at a phenomenal rate from 1987 to 1994. By the mid 1990's, the minibus taxi industry had become a contested economic terrain flooded with new minibus taxi operators. Apart from competition amongst different minibus taxi operators, minibus taxis also started operating along high-demand corridors serviced by bus and rail. According to Fourie and Pretorius (2005: 37), the restructuring of the minibus taxi industry in South Africa has become a vital necessity. Some of the recommendations include:

#### Queue marshals

Rank marshals are employed by local associations and are paid a fixed wage. Administrative staff are likewise employed and paid from dues collected from members of the association. Categories of worker are recruited by South African Transport and Allied Union (SATAWU). (Fourie and Pretorius, 2005: 37).

#### Drivers

Drivers constitute the majority of workers in the industry. The ratio of owner-drivers to wage-employed is not known, but there are considerably greater numbers of wage employed than self-employed drivers. Wage-employed drivers are employed by individual owners and are paid in four different ways as indicated below:

- Some drivers receive no basic wage, but pay a fixed percentage of the week's takings to the owner, keeping the rest as income.
- Under the wage plus system, the driver receives a basic wage and pays a portion of the takings to the owner, keeping the rest as income.
- A fairly uncommon system is where all the takings are handed to the owner and the driver receives a regular wage.
- The driver may hand over all takings to the owner, except the takings of one designated day in the week (Fourie and Pretorius, 2005: 35).

Fourie and Pretorius (2005: 35) stated that taxi owners claim that up to 50 % of takings are stolen by drivers. They very often publicly justify the low wages paid to drivers by arguing that drivers pocket large sums of cash. Drivers do not deny that some of the takings are stolen, but they say that the scale is far smaller than the owners claim. Drivers also argue that low wages force them to steal. Such counter-claims and differences in interpretation are fuelled by the absence of reliable information on the real takings of the industry.

#### Overview of taxi training and development

According to TETA Taxi Chamber overview (2012), the focus is to assist government in formalising the taxi industry by facilitating skills development interventions and improving road safety by training drivers and owners. One of the key Taxi Chamber activities is to facilitate execution of Learnerships and Skills Programs in Professional Driving, NQF level 3. Within this qualification are unit standards such as fostering and maintaining customer relations; health and safety; first aid; knowledge of HIV and Aids; and providing tour coach and commuter services. The Taxi Chamber is funded through skills levies as prescribed by the Skills Levies Act. Most taxi businesses do not pay levies as they operate below thresholds prescribed in the Act. TETA Taxi Chamber overview (2012) clarity, "This is a situation where you cut off your nose to spite your face". The taxi industry is in dire need of training and formalisation, but there is very little funding to do it. According to TETA Fact Sheet (2012: 3) TETA runs a levies income budget of less than R500 000 per annum from the entire taxi industry, while the industry employs over 250 000 people. In 2009 the Department of Transport funded a Taxi Driver Training Project to the value of R6 million, with which 270 drivers were trained, 30 drivers per province. An additional R5.7 million was received in the same financial year, but this was a drop in the ocean compared to what the industry needs for training. TETA is in the process of developing a funding model that will be presented to the industry soon.

TETA taxi chamber want taxi owners to contribute R200 per taxi per annum, irrespective of the size of their business. He estimated that there are over 200 000 taxis in the country. This should give around an additional R20 million per year to work with if they plan on a 50% hit. The lack of formally established businesses in the industry makes the chamber's work very difficult in collecting levies. There are many unregistered businesses with no tax details and no employment contracts according to. Drivers need to learn about the safety of their passengers, respect and care for other road users, and be aware of the dangers of alcohol. South African National Taxi Council (SANTACO) national leadership complains that skills training are virtually non-existent in the industry (TETA Fact Sheet, 2012: 4). The new 18- and 35-seaters required drivers to hold a Code 10 licence whereas the size of the current vehicles in the industry requires a Code 8 licence (the same as for a sedan driver using a private vehicle for personal use. TETA have set up a Taxi Chamber to set standards for training in the industry. The Taxi Chamber counts on a fully representative of Management Committee, comprising SATAWU (representing the employees), Provincial Taxi Councils known as PROTACO (representing employers), national and provincial Department

of Transport and Department of Labour (TETA Fact Sheet, 2012:4).

### **Challenges in the taxi industry**

Baillieu (2011: 1) the Premier of Victoria (Australia) in his media release identified the key problems within the taxi industry in Australia which are similar to those in Johannesburg. These key problems include low customer satisfaction, safety and security for passengers, too many poorly-skilled drivers with inadequate knowledge; shortage of experienced drivers; and complex ownership and management structures. The biggest challenge in the taxi industry is to make transport safe, efficient and affordable. Government must take huge steps to regulate the taxi industry in the best interests of public safety and to transform it into a more profitable business in which income is derived from a wider basket of income generating enterprises and not just fares (Laing, 2009: 4).

### **Taxi Personnel Competency Standards**

Hall (2012: 1) stated that it has been recognised that the service standards of the taxi industry do not meet industry expectations, particularly with regards to customer service standards and adequate training. Below are the criteria required for taxi driver license and providing competent taxi personnel.

#### **Criteria to be met by applicants for taxi driver licences**

The taxi industry is a mixture of businesses ranging from large dispatch service providers to a mass of individual sole traders who undertake the actual driving duties. According to Hall (2012: 2), the Department of Transport must support the criteria for applicants wishing to apply for a Taxi licences, with some additional considerations like: be mentally and physically fit to drive a motor vehicle for the purposes of carrying passengers for reward, the medical fitness tests should also include testing for substance or drugs in addition to testing for mental, physical and emotional fitness.

#### **Requirements to produce competent taxi personnel**

Given the use of national standards, what supplementary training content, if any, needs to be considered, and what should induction and support activities encompass? Hall, (2012: 2) proposes that a Training and Induction program should include the following elements:

#### **Customer Service Training**

Customer Service Standards are an area of key concern in the taxi industry and, while the existing training program incorporates customer service components, it is clearly an area that needs a far greater focus and emphasis within both initial and on-going training. This includes assisting passengers with luggage, providing suitable assistance to those with disabilities, and elderly passengers (Hall, 2012: 2).

#### **Cultural Awareness Training**

Cultural awareness training should be included in any taxi personnel training and induction programs. This is important in servicing many customers arriving to the country, from a

variety of cultural backgrounds, that taxi drivers will be expected to interact with (Hall, 2012: 2).

### **Geographical knowledge of both metropolitan and outer metropolitan areas**

All taxi personnel should have good general knowledge of key destinations and surrounds, as well as general suburb locations around the area they are working. Considering the high level of interaction that taxi drivers have with visitors, induction could also include awareness of key visitor attractions and points of interest in the area (Hall, 2012: 3).

### **Advanced Driver Training**

Given that a taxi drivers primary responsibility is the safe carriage of paying passengers from one point to another, satisfactory completion of advanced driver training should be required in both the training phase and upon licence renewal to ensure the driver is able to handle the vehicle in all conditions that may be encountered while driving a taxi (Hall, 2012: 3).

### **Probationary Period**

A reasonable probation period should be considered for new taxi drivers. At the completion of the probationary period the driver would be assessed on any feedback provided by passengers as well as any infringements received. It may also be reasonable that the taxi driver display a probationary status somewhere in plain view of customers and this could encourage feedback on the experience which could be taken into account as part of the assessment at the completion of the probation (Hall, 2012: 3).

### **Attributes of a Competent Taxi Personnel**

Taxi personnel are called upon to interact with a broad community in their day to day dealings with passengers. Attributes that would be keys in showing competency include, polite, sociable and friendly; local geographical knowledge and able to deal with difficult passengers; neat appearance and good personal hygiene; and ability to ensure vehicle is kept clean and presentable (Hall, 2012: 4).

### **Competency Assessment**

Assessment can take place at two levels: proactive and reactive. Proactive monitoring includes periodic assessment of performance. At the reactive level, complaint and complement processes form the main activity. Periodic assessments should include re-assessment of driving skills, as well as medical and drug tests. The passenger should also have the opportunity to play a role in the on-going performance monitoring of taxi driver competency (Hall, 2012: 4).

### **Responsibility for maintaining driver competency**

Maintaining driver competency is the responsibility of the government however recognises that industry has a key role to play. Taxi industry is also experiencing problems like low customer satisfaction, safety and security for passengers and drivers, insufficient support for drivers, too many poorly-skilled drivers with inadequate knowledge and a high turnover of drivers resulting in a shortage of experienced drivers. South Africa needs polite, sociable and friendly drivers who are able

to deal with difficult passengers (Hall, 2012: 4). Drivers must adhere to safety and security for both commuters and for themselves. Below are the steps which need to be followed when training the employees.

### Employee Development and Training

The challenges associated with the changing nature of work and the workplace environment is real. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, and focused on the future (Csikszentmihalyi, 2010: 2). The Philosophy of HRM states that one can:

- Encourage growth and career development of employees by coaching, and by helping employees achieve their personal goals. One can develop human resources by providing adequate training, encouragement of staff development, and opportunities for growth.
- Companies need to ensure that policies and programs facilitate the continuous development.
- Employers must assess and provide feedback on employee skills and interests; select training and development activities that match their career development objectives and job needs; also need to create development plan; stay informed of current policies and practices; follow up with employees after learning to integrate new skills into their responsibilities.
- Employees must take initiative to assess skills and interests and seek development activities that match needs; works with employers to identify training and development objectives.

Most employee development and training programs fall under the following categories: Management Development; Career Development; Basic Driving Skills; Professional Skills; and Supervisory Skills. Management support of training and development creates a win for the employers and for employees. Employees with upgraded skills, working to their full potential and equipped to deal with the changing demands of the workplace; employees with higher morale, career satisfaction, and motivation; increased productivity and awareness in meeting company objectives (Csikszentmihalyi, 2010: 2). The different aspects of training and development are discussed in the sections below.

### Career Development

Career development is the on-going acquisition of skills and knowledge, including job mastery and professional development, coupled with career planning activities. Job mastery skills are those that are necessary to successfully perform one's job. Since career development is an on-going, dynamic process, employees may need encouragement and support in reviewing and re-assessing their goals and activities. Formal training and classes away from the job are effective in providing new information, but adult learners also need to practice new skills (Csikszentmihalyi, 2010: 3). Career Development is about how individuals manage their careers within and between organizations and; how organizations structure the career progress of the employees, it can also be attached into succession planning which have the below mentioned guiding principles, the responsibility of supporting the development and managers has important role to play.

### Guiding Principles

According to Csikszentmihalyi, (2010: 3). Support for career development is important because:

- Current information about the organisation and future trends helps employees create more realistic career development goals;
- The focus on skill development contributes to learning opportunities;
- Opportunities for promotion and cross moves give to the employee's career satisfaction is needed;
- A greater sense of responsibility for managing one's own career contributes to self-confidence;
- Career planning and development clarifies the match between organisational and employee goals;
- Career development increases employee motivation and productivity;
- Attention to career development helps employers to attract and retain valued employees;

### How to Support Career Development

Organisations must do the following to support career development:

- Organisations need to annually, conduct an individual development plan and career discussion with employees and require other supervisors in your department to do the same.
- Supervisor's role should include providing support and release time for staff members' development beyond their current jobs.
- Managers should be role model by participating in career and professional development.
- Managers must refer employees to the Staff Internship Program to explore opportunities to apply for career development internships or self-initiate an internship in an area of special interest (Csikszentmihalyi, 2010: 4).

### Roles Played by Managers

Managers must play the following roles in career development of employees:

- **Coach:** Managers must help employees identify strengths, weaknesses, interests, and values by maintaining open, effective communication and on-going encouragement. Managers can improve their coaching skills by encouraging two-way dialogue and showing employees how to identify their skills, interests, and values (Csikszentmihalyi, 2010: 4).
- **Advisor:** Managers need to provide organisational with, realities and resources to employees. Managers can improve their advising by helping employees develop realistic career goals based on your department's needs and their individual development plans and helping employees understand the current opportunities and limitations on the campus (Csikszentmihalyi, 2010: 4)

- **Appraiser:** Employers must evaluate employees' performance in an open, honest way and relate this to potential opportunities. Providing frequent feedback in a way that fosters development. Conducting performance appraisals that define strengths, weaknesses, and career development needs is critical. Managers can improve their appraisal skills by providing frequent feedback in a way that fosters development; conducting performance appraisals that define strengths, and weakness (Csikszentmihalyi, 2010: 5).
- **Referral Agent:** Managers must help employees meet their goals through contacts with people and resources. Managers can improve their referral agent skills by helping employees create development plans and consulting on strategies; exposure, and visibility, such as committees; and using personal resources they know to create opportunities (Csikszentmihalyi, 2010: 5).

### Management Development

The management and leadership development process is flexible and continuous, linking an individual's development to the goals of the job and the organisation. Management development programs in organisations give managers the opportunity to develop a broad base of skills and knowledge that can be applied to many jobs at work (Csikszentmihalyi, 2010: 5).

### Guiding Principles

Management development activities can encourage growth and career development of employees as stated in the Philosophy of HRM; improve skills and knowledge that can be immediately applied at work and increase motivation and job satisfaction and promote communication and planning throughout campus and department networks.

### How to Support Management Development

Management need to support the development of the employees through management by discussing and create a development plan during the performance planning cycle. Managers must discuss what the employee learned in classes and support integrating new ideas. Managers must provide timely behavioural feedback on performance and discuss ways to improve and develop further. Managers must also provide opportunities for the employees to develop through mentoring, cross-training, internships, professional associations, skill assessment programs, and university degree and extension programs. Career development is important because it refines the skills and knowledge so that employees master the jobs and develops as professionals. Career planning activities must consider the type of training and development which suitable for the employees in order to master their jobs. Job mastery skills are necessary to successfully perform one's job that is the reason that managers must consider development plan in training and development of employees (Csikszentmihalyi 2010: 6).

### Importance of training and development

Taxi employee training is important for business, which will help in overall improvement and development of the

managers and employees as well as business performance (Armstrong, 2008:42). The effectiveness of taxi owners and employees can be improved by developing a strategy and implementing training programs. Training can improve managers and employee satisfaction that may result in high level of service to commuters. Not just offering quality service to customers but making them feel valued by the organisation. Effective training is supreme for survival and growth of the taxi business. Training plays an important role in employee development, satisfaction, morale and motivation. It does not only help in acquiring new skills or polishing the existing ones but also helps to perform their job effectively and efficiently (Armstrong, 2008:42).

Taxi Companies have to balance both service effectiveness as well as efficient workforce to be successful. A crucial factor is to make employees best and reduce dissatisfaction rate. Talented employees can be a source of advantage for an organisation, but how to achieve this may be a major challenge. What do employees want from their organisation in order to feel committed? The answer is they need security of their future that is only with the training and development (Armstrong, 2008: 42). The primary reason for working is to obtain money. Employee's satisfaction builds on elements such as a higher participation, feedback, fairness, responsibility, development and work-atmosphere (Hytter, 2007: 59). It is important that employers give access to relevant development. Options may be used to meet organisational and employee development needs, such as classroom training, on-the-job training, and technology-based training, distance learning, self-development activities, coaching and mentoring. Other managers do not help their employers to grow in their jobs and do not show their employers what to do. Companies generally do not satisfy their needs for on-the-job development and that they value these opportunities, which include high-visibility positions and significant increases in responsibility (Dries and Pepermans, 2008: 749).

### The benefits of employee training and development

According to Ogallo (2011: 1), the first thing to remember is that effective employee development is based on an advancement of benefits. These start with improvements in an individual's performance, which then transfer to his localized workplace, which then ultimately result in a positive impact on the whole organisation. The size of that impact is not necessarily important. So long as it is positive and significant. The next thing to consider is that resources used in the development activity must be used wisely. So, assessing the benefits of employee training is not just about feedback from a training exercise. Feedback may indicate that people enjoyed the activity, but managers must look beyond that. The real benefits of employee training lie in the transfer of learning into the workplace. Feedback must also assess: what has been learned? How is it being used? What impact is it having at work? According to Ogallo (2011: 2) investing in employee training and development, including:

- Increased job satisfaction and morale among employees. This has an added benefit of making companies more attractive to prospective employees.
- More motivated workers, which in turn tends to increase productivity and result profits.

- More effective and efficient use of workers' time as a result of higher skill levels, combined with a better understanding of the job function.
- New skills and knowledge can be acquired and lower employee turnover and less absenteeism.
- Investing in employee training enhances the company image as: a good place to work; a company that offers its employees the opportunity to grow and meet their individual goals and aspirations and a company that values employees and nurtures its employees (Ogallo, 2011: 2).

The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behaviour. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and services techniques. According to Cole (2002: 15), training can achieve; high morale employees with increased confidence and motivation; provide recognition, enhanced responsibility and the possibility of increased pay and promotion; and help to improve the availability and quality of staff. Training leads to important benefits for individuals and teams, organisations, and society. Training is a planned process to change attitudes, skills, knowledge and behaviour through a range of activities to achieve effective performance. Employees are trained to satisfy current or future needs of the organisation. It is generally accepted that training methods can usually be separated into two categories: On-the-job training is carried out at the trainee's workplace and Off-the-job training is conducted away and takes employees outside of their work environment (Mullins, 2007: 41). Designing, delivering, evaluating, and clearly documenting the benefits of training using the information included in this review will allow the management function to be a strategic, organisational player and to move away from the negative connotations associated with this function in the twentieth century (Laing, 2009: 5).

### Investing in training employees

According to Bassi, (2006: 30) an investment in education always pays the highest returns. "What is worse than training your workers and losing them? Not training them and keeping them". Studies show that companies reap many benefits from investing in training for employees:

- **Training improves employee performance** in quality, quantity, safety, problem solving, attitude, ethics, motivation, leadership, and communication. Performance problems occur because employees (1) do not know what they're supposed to do, (2) do not know how to do it, and (3) do not know why they should do it. Targeted training is one solution to all three factors (Bassi, 2006: 30).
- **Training enhances company profits.** It increases revenue in increased sales, new product ideas, and improved customer satisfaction and retention. According to the American Society for Training and Development, investment in employee training boosts a company's financial performance. An increase of \$680 in a company's training expenditures per employee generates, on average, a 6 % improvement in total shareholder return.
- Based on the training investments of 575 companies during a three-year period, researchers found that firms investing the most in training and development produced 36.9

% total shareholder return as compared with a 25.5 % return for the same period (Bassi, 2006: 31).

- That is a return 45 % higher than the market average. These same firms also enjoyed higher profit margins, higher income per employee, and higher price-to-book ratios. **Training saves labour** by reducing duplication of effort, time spent on problem solving, and time spent on correcting mistakes (Bassi, 2006: 31).
- **Training saves money.** A better skilled workforce means fewer machine breakdowns, lower maintenance costs, lower staff turnover, lower recruitment costs, fewer customer support calls, fewer help desk calls, less need for supervision, and increased worker productivity (Bassi, 2006: 31).
- **Training increases worker productivity.** According to Bassi, (2006: 32) Motorola calculated that every dollar spent on training produces an approximate 30 % gain in productivity within three years
- **Training saves supervisory and administrative time and costs:** The less time and money a manager has to spend on monitoring and guiding employees, the more time is freed up for more profitable activities (Bassi, 2006: 32).
- **Training improves customer satisfaction:** Better-quality work means better-quality products and services resulting in happier customers (Bassi, 2006: 32).
- **Training improves employee satisfaction and retention:** Once employees are trained, they are more likely to leave the company for greener pastures, but the opposite is true: trained staffs are happier and more likely to stay. Their self-esteem improves, which in turn improves their morale. Companies that fail to train their employees are more likely to lose them. (Bassi, 2006: 32). Employers who decide not to invest to their employees through training and development experience a number of effects.

## MATERIALS AND METHODS

### Target Population

All employees of eight taxi association of Johannesburg comprising taxi owners, rank marshals, taxi drivers and Transport Education and Training Authority Taxi Chamber managers constituted the target population, spread over Johannesburg area in Gauteng. The focus however, was on Johannesburg because it employs approximately 8,500 of the total of 15,000 employees of taxi industry in Gauteng.

### Demarcation of the field of study

The population and the target group for the study will be restricted to taxi managers, taxi drivers and rank marshals in JHB area of Gauteng Province. This population will be selected for the following reasons: It will be easily accessible; the costs involved will be fairly low; and less time will be spent as it would be around JHB, owners will be given a chance to give the details of what they have experienced. Figure 3.1 below is Johannesburg map:



Sleeping-out (2014) Johannesburg-Maps  
**Figure 3.1. Johannesburg Map**

**Limitation of the study**

Collection of data in the taxi industry in Johannesburg is very difficult. Problems such as the long explanation and begging on the part of interviewees and respondents were limitations to the study. The absence or inaccessibility of reliable records and reports on training and development activities within the past five years also limited the research investigation.

**RESULTS AND DISCUSSION**

**Involvement of taxi association in training and development activities**

In line with the first research question, the case study wanted to ascertain Customer Services, Professional Driving, Transport Management, Conflict Management, skills needed for taxi personnel and whether Taxi industry has been involved in training and development. An interview with the taxi owners, rank marshals and drivers did indicate that taxi personnel have been involved in training and development. This was confirmed by the information contained in other related documents on training and development, that 1,600 out of 8,000 have had some professional driving skills.

Most taxi associations have long recognized the importance of training to their development. As indicated earlier, taxi industry of Johannesburg was operating in conjunction with TETA since year 2000. It was clear to the taxi managers of Johannesburg that training could be used to induct new employees and improve performance of existing employees. From the pilot interviews training was not part of the early beginnings of taxi industry. After the questionnaire data have been obtained, the data needed was edited. The data then had to be coded, categorised, and the decision was made as to how they will be computer analysed. Editing detected errors and omissions, correct and certified that minimum data quality standards were achieved. The purpose was to assure that data was accurate, consistent with other information, uniformly entered, complete and arranged to simplify coding and tabulation. The next step was coding in order to organize the data and provides a means to introduce the interpretations of it into certain quantitative methods. According to Braun and Clarke, (2006: 79) thematic analysis is a qualitative analytic method for identifying, analysing and reporting themes within data. It cleanly organises and describes one data set in detail.

The aimed was to gain an understanding of perceptions of training and development in the taxi industry of JHB. The data obtained from the taxi personnel was coded on separate spreadsheets, entered and processed. The statistical procedures used in interpreting and analysing the data were determined in consultation with a statistician. Table 4.1 indicates the data from the first five participants after they have been entered into the spreadsheet. The variables are listed across the top of the matrix and have names of up to seven letters. The first variable (column 1) labelled as “Numbers”, provides a unique naming number for each subject. Data was captured using coding system. The 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> column represent gender, age and years of service in the taxi industry. These are nominal variables which have been coded using numbers. The coding system is random but consecutive integers are usually used, for example:

**Table 4.1. Data on the Spreadsheet**

Number	Gender	AGE	YSERV	Q1	Q2	Q3	Q 4
1	0	2	3	1	4	3	2
2	0	1	1	3	2	1	4
3	0	1	1	2	1	4	3
4	0	2	2	2	3	1	4
5	1	3	2	4	2	1	3

Gender is coded as: Male = 0 and Female = 1

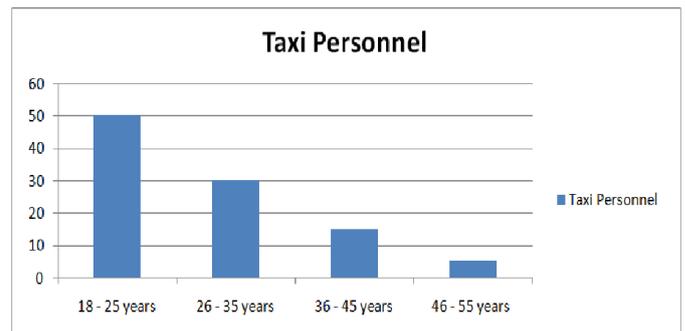
Age is coded as: 18 – 25 = 1; 26 – 35 = 2; 36 – 45 = 3 and 46 – 55 = 4

Years of service as: 1 – 5 = 1; 6 – 10 = 2; 11 – 15 = 3 and 16 and above = 4

The researcher received 80 completed questionnaires of the 29 issued to taxi drivers PERSONNEL. Twenty of the questionnaires were not returned to the researcher.

**Age**

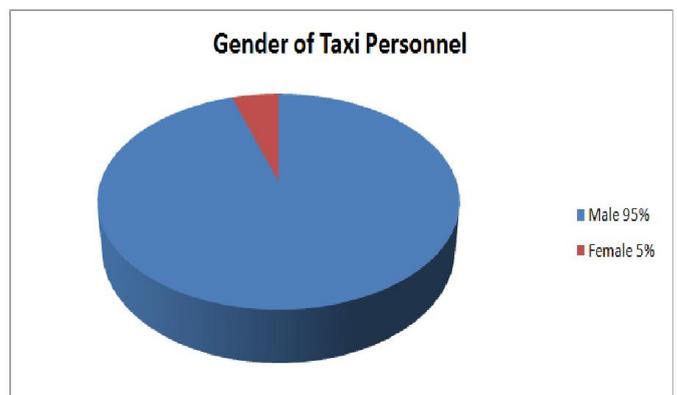
As depicted in Figure 4.1, the highest percentage 50% of taxi personnel respondents were in the 18- 25 age group; followed by 26-35 representing 30%; 36-45 age group 15%; and the 46-55 group 5%. It can be deduced that minibus taxi personnel are not matured and therefore need some training and development.



**Figure 4.1. Age of the Taxi Personnel**

**4.3.2 Gender**

A sample of 75 or 95% of the male and 5 or 5% of the female minibus taxi drivers, as illustrated in Figure 5.2, completed the questionnaire. It is significant that more males have access to their own vehicles or are earning an income.



**Figure 4.2. Gender of the Taxi Personnel**

**Highest Qualifications**

Of the sample of taxi personnel who completed this question, as depicted in Figure 4.3, 75% had not completed matric; 15% had completed it; and 10% had some tertiary education. It can be deduced that only 15% of the sample of minibus taxi personnel were relatively educated. The significance is that 75% of minibus taxi drivers are not educated which may indicate some non adherence to road safety and positive production.

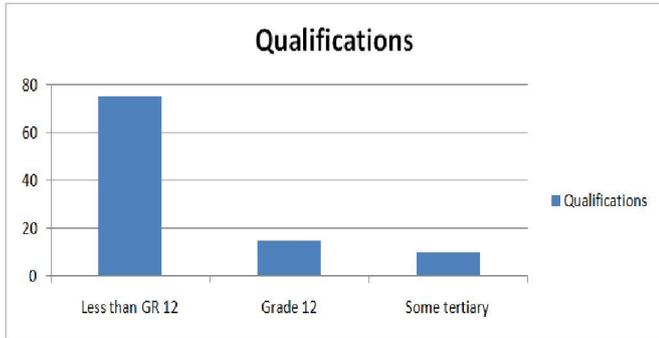


Figure 4.3. Qualifications of the Taxi Personnel

**Driving experience**

Of the total number of taxi personnel who responded to this question, as depicted in Figure 4.4 Sixty five percent had driven minibus taxis for less than five years; 16 or 20% had driven minibus taxis for 6-10 years; and 15% had driven minibus taxis for 11-15 years. This indicated that 65% of the minibus taxi drivers were less experienced drivers. The minibus taxi drivers should therefore be very knowledgeable of the rules of the road and should thus prioritise adherence to road safety at all times.

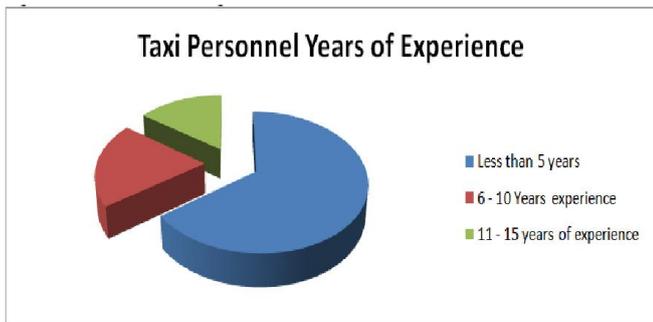


Figure 4.4. Period of Driving

**Purpose of training and development in taxi industry**

The second question of the study sought to establish the how the unskilled workforce in the taxi industry contributed to poor performance of the taxi owners, rank marshals and drivers. The question states that the purpose of training and development activities in the taxi industry is to achieve individual and organisational performance. The major purpose of training is to improve knowledge and skills and to change attitudes and behaviour for the purpose of enhancing organisational effectiveness and performance. Training is one of the most potential motivators which can lead to many possible benefits for both individuals and the organisations. Many organisations engage in training for different purposes and it was necessary to ascertain if unskilled workforce in the taxi industry contribute to poor performance of the taxi

owners, rank marshals and drivers. According to TETA Fact Sheet (2010: 4) training given to taxi employees is to help improve the skills, knowledge, abilities and competencies. The ultimate objective however is to help improve both individual and organisational performance. Good intentions are not always carried through. The concern therefore is about how the taxi industry carries through its training and what impact the training has had on its employees in terms of improved performance.

**Training and development practices and methods**

The third question of the study states that unplanned and unsystematic training and development of the taxi personnel negatively impact on the economy of the Johannesburg and of Gauteng Province. This question relates to the nature of the training practices, methods, and activities of the taxi industry in Johannesburg, which is thought, are not in line with best practices regarding the planned and systematic nature of the training process as generally known. The training practices and methods of the taxi industry will therefore assessed using responses from questionnaires administered to the sample of taxi employees, and interview granted by the taxi industry of Johannesburg. Out of 80 respondents the taxi managers are 10, rank marshals are 20 and 50 are taxi driver. Below Figure 4.5 is analysing the data obtained from the questionnaire reveals those respondents less than Grade 12, have many years of experience and respondents who hold Post Matric qualification have few years of experience, which means that taxi personnel who have recently joined the industry are interested in academic development.

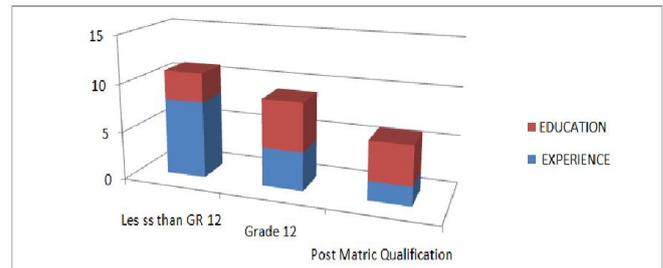


Figure 4.5. Cross tabulated this with education and years of experience of taxi personnel

**Workforce Responses**

**Age of Respondents**

The researcher needed to know the age distribution of the respondents to help categorize the employees because the taxi industry employs a lot of employees. Figure 4.6 below summarizes the data obtained on the ages of respondents.

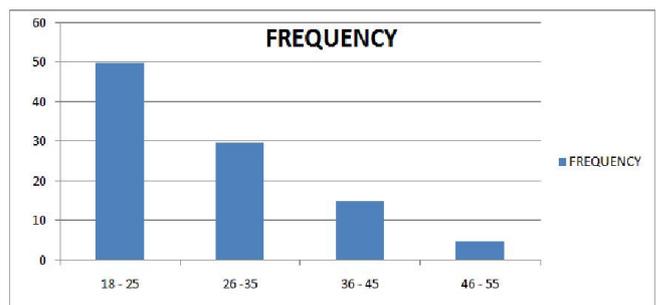


Figure 4.6. Age distribution of respondents

Analysing the data obtained from the questionnaire, Figure 4.6 reveals that respondents between 18-55 years represent 100% with respondents each between the ages of 18-25 representing 50% and 26-35 representing 30% respectively. Respondents aged between 36-45 representing 15% and between 46-55 representing 5%. Younger age group has bigger percentage. This suggests that younger personnel form the majority in the industry and that this must be the targeted group which must be given learnerships and other training interventions.

### Gender of Respondents

Figure 4.7 below present's data on gender of respondents. The figure shows that the male respondents formed majority of the target population with a total of 75 representing 95.5%, while 5 respondents representing 5% were females. Less than 2% of 600 000 taxi employees are women. Many of the women do administrative work for the taxi associations. Taxi industry still need to train and employ female drivers and managers.

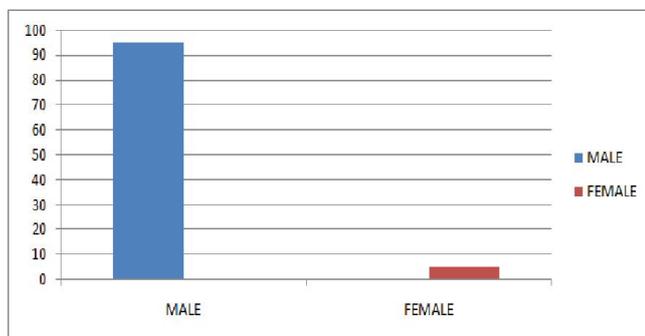


Figure 4.7. Gender Composition

### Educational Background

It was also necessary for the study to determine the educational levels of the respondents as that could determine what kind of training may be most appropriate.

Table 4.2. Educational Background of Respondents

Education background	Frequency	Percentage
Grade 10 and 11	48	60%
Grade 12 and NQF Level 4	20	25%
Post Matric Certificate	12	15%
TOTAL	80	100%

From Table 4.2, it can be seen that respondents hold different educational qualifications from Grade 10 to Post Matric Certificate Level 4. Most of the employees constituting majority of the total 85% respondents have no professional qualification. Fifteen percent taxi employees hold Grade 12. Fifteen percent of the respondents have a Post Matric Certificate (NQF Level 5 and above holders). Forty eight out of eighty respondents are junior high school grade holders. This suggests that majority of the drivers have little educational qualifications.

### Years of Service in the Taxi Organisations / Industry

The study also sought to find out the years of service the respondents have rendered to the organisation to enable the researcher to put their responses into proper perspective. The

table 4.3 below represents the categories of years of service as indicated by the respondents.

Table 4.3. Years of Service in the organisation

Years of service	Frequency	Percentage
1 – 5	52	65%
6 – 10	16	20%
11 – 15	12	15%
TOTAL	80	100%

The respondents have served in the taxi industry of Johannesburg from 1 to 15 years. This means the organisation has a blend of experienced, young and old employees who require skills programmes, certificate programmes, and constant refresher training to update their skills to perform on the job. It is significant that taxi associations, TETA and the Department of Transport to organise and fund the training of recently employed taxi personnel in order to increase performance and safety.

### Participation in Training

The importance and relevance of training to organisational performance is not clearly traced. It is a well-known fact that it could develop skills, attitudes, and abilities. The study sought to know if the respondents have ever participated in any form of training program in the taxi industry of Johannesburg. No participants had any form of training since they joined the taxi industry ever since they have been with taxi industry for at least two years. The table below presents their responses of participants who have been in the industry for more than 3 years:

Table 4.4. Respondent participation in training in Johannesburg taxi industry

Responses	Frequency	Percentage
Yes	16	20%
No	64	80%
TOTAL	80	100%

Table 4.4 shows that almost 80% of respondents have never participated in training in one form or the other. Only 20% have participated in any form of training despite of the known benefits of training. Training benefits organisations in terms of improving morale of employees, lower costs of production, and facilitates change management among others. Out of eighty respondents, as many as 80% have not participated in any training, the indication is that more training is required for drivers and rank marshals.

### Selection for Training

It has been established that training has long been taking place in the taxi industry of Johannesburg. Literature tells us training is a planned and systematic flow of activities involving determining training purpose, and following through development needs, planning the training, implementing the training, and evaluating the training. Selecting participants through a careful process of training needs identification is therefore the proper process of initiating training. Subsequently, respondents were asked a series of questions to determine the flow, planned and systematic nature of the training and development process in the taxi industry.

The starting point was to know how respondents were selected for inclusion in the training programs they participated in. Table 4.5 below summarizes the responses of the respondents who participated in training:

**Table 4.5. Selection for Training**

Selection criteria	Frequency	Percentage
Supervisor recommendation	08	10%
Employee request	08	10%
Don't know	64	80%
TOTAL	80	100%

The response indicates that many respondents (80%) never participated in any training. Ten percent do not know how they are selected for the training programs they participated in and ten percent were recommended by supervisors. When taxi owner was asked about the criteria for selecting employees for training, response indicates that selection was not based on any criteria and was not able to specify exactly how training needs are identified except to say that it depends on the circumstances.

#### Awareness of Training programmes in the taxi industry

Awareness of training programs in the taxi industry of Johannesburg is known by the few participants even though it is a known fact that training develops skills, attitudes, and abilities. The study sought to know the proportion of respondents who have ever participated in any form of training program and how many times have they had any form of training. The table below presents their responses:

**Table 4.6: Respondent participation in training**

Response	Frequency
1 – 12 months	2
1 – 2 years	4
Over 4 years	10
TOTAL	16

Table 4.6 shows that 16 respondents have ever participated in training in one form or the other. Interestingly, as much as 10 have participated once in any form of training over a period of 4 years, and only 6 respondents participated once between 12 months and two year. This picture is the more interesting in view of the fact that the respondents have not received enough training in 4 years. Training benefits organizations in terms of improving morale of employees, and facilitates change among others. It is significant that taxi associations and TETA Taxi Chamber organise as many training as possible for taxi employees.

#### Objectives of Training

In training practice, it is also good to have trainees know the objectives for each training program they participate in. The respondents were asked if they were always clear about the objectives of each training program they participated in. The objectives of the training is to help participants improve performance and to acquire more skills. The table below captures the responses from the 20 respondents who have participated in training:

When the taxi employees were asked in the interview to indicate how training objectives were determined, they did say

issues on the ground to determine the objectives of the training but training has to be a planned.

**Table 4.7. Respondents awareness of training objectives**

Responses	Frequency	Percentage
Yes	10	50%
No	5	25%
Don't know	5	25%
TOTAL	20	100%

#### Types of Training

It was important for the study to determine the kinds of training that take place in the taxi industry. In the interview with the TETA Manager, he indicated that they engage in job training, refresher training, development training, and group training. To supply training to the industry in Johannesburg the Gauteng Transport College provides award programs. The respondents were also asked what kind of training they have received over the period and the 20 respondents who have received one form of training or the other mentioned various programs with the key ones summarized below as the total for each type:

**Table 4.8. Type of Training Received**

Type of training	Percentage
HIV and Aids awareness	40%
Customer service	30%
Health and safety	20%
Professional driving	10%

These courses are usually classified as job training and refresher training. They are good for taxi personnel of JHB who have shown the need for training and development. Only 10% of the participants received training in Professional driving which. This is the most important skills needed in the industry. All training interventions that has been given was aligned to what it is required in the industry for effective performance, but training in professional driving and customer services should have been intensified.

#### Management Responses

##### Keeping personal profile of each employee

Regarding whether the managers keep personal profiles of each employee the respondents are not aware of the existence of any personal profile of each employee, all respondents (100%) indicated that they are not aware of the existence of any personal profile.

##### Records on past training with dates on each worker

Managers are not aware of the existence of any records on past training of employees; all respondents (100%) indicated that they are not aware of the existence of any records on past training with dates on each worker.

#### Methods of Training

The selection of method for training has to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an awareness of learning principles.

Harrison, (2005: 5) explained that the most popular training and development method used by organisations can be classified as either on-the-job or off-the-job. Looking at the equipment in the taxi industry, both training methods would be very ideal with the right balance. There are a variety of training approaches that managers can use and these include on the job training, mentoring, class room, and seminar.

Accordingly, the TETA Manager when asked to identify the training types and methods used. Regarding the types of training, he indicated that taxi industry engages in orientation training for new employee, refresher training for existing employees, job training, and career development training. Regarding training methods, mentioned on the job training, mentoring, and seminar as the methods of training. It was necessary to assess these methods from the point of view of the respondents. So they were asked questions regarding what training methods they had experienced.

**Training Evaluation**

Regarding training evaluation, Taxi and the TETA Managers admitted that not much has been done in terms of training evaluation which is only limited to immediate assessment of trainers and training program after completion. The respondents also indicated that they are not aware of how training is evaluated.

According to TETA Manager Gauteng Transport College provides award programs that are accredited with the Transport SETA (TETA). All skills programs have credits that lead to national qualifications. The training is taken to the people in all five regions. On how the training plan, lessons, and trainers were determined, TETA Manager again indicated that it depended on the situation at hand. Training is a planned and systematic process that goes to develop employees and it is significant to note that the training process in the taxi industry seem to depend on incident.

**Table 4.9. Accessibility of training in the taxi industry**

Accessibility	Frequency	Percentage
Yes	56	70%
No	24	30%
TOTAL	80	100%

**Assessment of the Nature of Training**

From the foregoing discussions, is clear that training the taxi industry has not been following the known and standard training practices and methods. Indeed, when respondents were asked if in their opinion they consider training and development activities in the industry as planned and systematic, Table 4.10 below summarizes the case:

**Table 4.10. Respondents opinion on planned and systematic nature of training and development activities**

Response	Frequency	Percentage
Planned and Systematic	16	80%
Unplanned and unsystematic	2	10%
Not sure	2	10%
TOTAL	20	100%

These responses, together with the hesitation of the Managers in providing answers to similar questions add up to the

conclusion that training and development in the taxi industry indeed might be unplanned and unsystematic.

**Sponsorship for Further Studies**

It was also necessary for the study to assess taxi industry’s commitment to career development issues. Granting of sponsorships for further studies is one such opportunity to develop the capacity of taxi personnel to meet future challenges. Accordingly, respondents when asked if they have been sponsored for further studies or personal development programs, most of the respondents indicated that they have never been sponsored. The employees did not sponsor themselves in continuance of their education to obtain higher level certificates. Employees who expressed the desire to pursue education were not given any form of assistance like study leaves with pay. What happened under such circumstances was that employees keen on developing their career through further studies did not want to spend their money and resorted to withdraw from any further studies. Accordingly, employees never self-sponsored themselves to acquire skills, knowledge and abilities. Even though some of the respondents were offered sponsorship by TETA, yet few too up the opportunity to acquire skills and knowledge.

**Career Progression Projections for Employees**

Regarding whether respondents are aware of the existence of any career development projections for them, all respondents (100%) indicated that they are not aware of the existence of any such development program.

**Career Progression for Employees**

Regarding whether respondents were aware of the existence of any career development projections for them, all respondents indicated that they were not aware of the existence of any such development program. Respondents were also asked whether they are aware of the existence of any employee training and development projections for them. All respondents said they were not aware of any such projections. For an organisation that has been engaged in training for the past ten years, these oversights are important because they have far reaching consequences for worker performance and feeling of being appreciated as far as the training and development component is concerned. With reference to literature review, challenges in the taxi industry need interventions to standardise the competency standards of the taxi personnel. It has been recognised that the service standards of the taxi industry do not meet industry expectations, particularly with regards to customer service standards and adequate training. It has been found taxi drivers are not mentally and physically fit to drive a motor vehicle for the purposes of carrying passengers.

Medical fitness tests should also include testing for drugs or substance in addition to testing for mental, physical and emotional fitness (TETA Fact Sheet (2010: 5). Given that a taxi driver’s primary responsibility is the safe carriage of passengers. Completion of advanced driver training should be required to ensure the driver is able to handle the vehicle in all conditions that may be encountered while driving a taxi. Managers do not support the staff. They do not encourage growth and career development of employees by coaching,

and by helping employees achieve their personal goals. One can develop human resources by providing adequate training, encouragement of staff development, and opportunities for growth. Taxi companies does not have policies, they need to ensure that policies and programs facilitate the continuous development of staff. Taxi employers need must assess and be provided with feedback on skills and interests; selection of training and development activities that match their career development objectives and job needs.

Taxi organisations does not use a Training Manual as a tool to inform employees about training and development opportunities in the workplace and to create an annual development plan; stay informed of current policies and practices that support employee development and do not follow up with employees after a learning activity to integrate new skills and knowledge into their responsibilities. Workers must takes initiative to assess skills and interests and seek development activities that match needs; work with employers to spot training and development objectives.

### Effects of Training and development on worker performance

Increased employee efficacy and decreased workplace stress, are the results of training and development. Training and development also leads to satisfaction for the customer. Below are effects of training and development on worker performance:

### Motivation through Training

According to Cole (2002: 20), training is a planned and systematic effort by which Management of organisations aim at altering behaviour, and encouraging employees in a direction that will achieve organisational goals. One of the key known benefits of training is the motivation it provides those who receive it. Employees who receive training have increased confidence and motivation. Training can achieve high morale for taxi industry. Training is known to increase the availability and quality of staff. The study therefore sought the opinion of the respondents whether they feel motivated and satisfied with the training and how it is applied in the taxi industry.

The Taxi personnel feel motivated by the training activities. This is significant because motivation generally seeks to boost employees' morale to work hard and thus increase productivity. The table 4.11 illustrates the responses.

**Table 4.11. Motivation through training**

Response	Frequency	Percentage
Yes	17	85%
No	3	15%
TOTAL	20	100%

The table 4.11 shows that an overwhelming majority of respondents (85%) feel motivated by the training activities. This is significant because motivation generally seeks to boost employees' morale to work hard and thus increase productivity.

### Employee Potential for Development through Training

Similarly, the respondents were asked if training offered them opportunity to identify any potential for further development. The table below illustrates the responses:

**Table 4.12. Opportunity for personal development**

Response	Frequency	Percentage
Yes	17	85%
No	3	15%
TOTAL	20	100%

In the opinion of the respondents, training has offered opportunity for personal development. As many as 17 out of 20 respondents said 'Yes' to the question. Even though it has been established in the earlier discussions that training in the taxi industry is generally unplanned and unsystematic but the majority agreed that training offered them opportunity to identify possibilities for further development.

### Training and employee performance

Productivity relates to output per unit of input, for instance, output per labour hour. It is measured in terms of effectiveness and efficiency of an effort. The sources of productivity gains include according to Cole (2002: 21) the following:

- Higher skills – an increase in labour skills
- Improved management – better use of available resources in the production process
- Technological advancement – the development and use of better capital equipment

The focus of this study on the needs for addressing workforce development in the taxi industry through training and development is the aspect of productivity which relates to impact of such higher skills on the performance and productivity of the individual employees. This focus is founded on the basis that employees will not perform well at work no matter how hard they try and regardless of how much they want, until they know what they are supposed to do and how they are supposed to do it (Cole 2002: 23). Thus, it is the knowledge and skills acquired for the job that makes employees effective and efficient. Training is the earnings by which such skills; knowledge and attitudes are impacted to employees to enhance efficiency and effectiveness. In investigating the impact of training and development on worker performance and productivity, respondents were asked the key question 'In your opinion, do you think training has helped improve your performance since joining taxi industry?'

**Table 4.13. Respondents opinion of training effect on employee performance**

Response	Frequency	Percentage
Yes	12	60%
No	6	30%
Not sure	2	10%
TOTAL	20	100%

Table 4.13 illustrates clearly that as many as 12 out of 20 respondents do link their performance to training. This is significant because the purpose of training in the taxi industry is to improve individual and organisational performance and if as many respondents think training does impact their

performance, and then the whole process of training ought to be reviewed. The respondents were further asked if the training and development activities in the organisation have equipped them with higher skills for performance. The table below confirms the responses as contained in table 4.14 below.

**Table 4.14. Training impact on higher skills**

Response	Frequency	Percentage
Equipped me with high skill	12	60%
No impact on my high skills	6	30%
Not sure	2	10%
TOTAL	20	100%

Higher skills are a key component of any productivity equation, and as many as 12 out of the 20 respondents do believe that training has a lot to do with their skills. This confirms the discussion on training impact on performance, because training affects productivity and performance through the higher skills it imparts to employees to enable them know their job better and perform it better. Training and development activities in the taxi industry have negative impact worker performance and productivity.

### Recommendations and conclusion

#### Findings of the study

This section deals with the overall conclusions of the study as a whole.

#### Findings from the Literature Review

These research findings contribute to understanding and explaining the phenomenon. These include a brief analysis of the interpretation given in the literature, and the concepts used in the frame of explanations (Hart, 2005). Also include findings from research literature in chapter two with which this study agrees.

The purpose of the Literature Review was to clarify concepts and theories underlying training and development in the taxi industry. The study was about the assessment of training and development of taxi personnel in Johannesburg. This investigation research was on the needs and changes caused by training and development on employees on Taxi Company's performance. Literature Review has shown that if taxi organisations provide training and development to its employees then employees will do their work satisfactory. The literature examined the amount of training and skills needed for employees in the taxi industry in Johannesburg. Research findings revealed that the focus of attention should be to assist government in formalising the taxi industry by facilitating skills development interventions and improving road safety by training drivers and owners. One of TETA's activities is to facilitate implementation of Learnerships and Skills Programmes in Professional Driving, NQF level 3. Within this qualification are unit standards such as fostering and maintaining customer relations; health and safety; first aid; knowledge of HIV and Aids; and providing tour coach and commuter services. The challenge TETA is experiencing is that these projects are funded through skills levies as prescribed by the Skills Levies Act, and most taxi businesses do not pay levies. Findings revealed that the biggest challenge

in the taxi industry is to make transport safe, efficient and affordable. Government must therefore take considerable steps to regulate the minibus taxi industry in the best interests of public safety and to transform it into a more profitable business. Few people would argue against the importance of training as a major influence on the success of an organisation. Employees are a crucial, but expensive resource. It has been recognised that the service standards of the taxi industry do not meet industry expectations, particularly with regards to customer service standards and adequate training. According to Literature Review findings, the effectiveness of taxi owners and employees can be improved by developing a strategy and implementing training programs. Training can improve managers and employee satisfaction that may result in high level of service to customers (commuters). Not just offering quality service to customers but making them feel valued by the organisation. Training plays an important role in employee development, satisfaction, morale and motivation. It does not only helps in acquiring new skills or polishing the existing ones but also helps to perform their job effectively and efficiently.

#### Findings from the Primary Research

This section has a series of statements evaluating the degree to which the research objectives have been fulfilled are presented here. Present the findings as per the research questions. Based on the analysis results it is evident that training and development enhances the employee performance. Through the training and development of people, the responsibilities and the roles they play inside the organisation is emphasized. There is a great effect not only in the performance but also in the cost control and managing of the employees. Taxi owners, rank marshals and drivers did indicate that taxi personnel have been involved in training and development in the past years. This was confirmed by the information contained in other related documents on training and development, that few employees have had some form of training. According to the findings the fundamental purpose of training is to improve knowledge and skills and to change attitudes and behaviour for the purpose of enhancing organisational effectiveness and performance. Training is one of the most potential motivators which can lead to many possible benefits for both individuals and the organisations. Many organisations engage in training for different purposes and it was necessary to find out what major purpose motivates training in the taxi industry of JHB.

The taxi owners and employees working in JHB reported three employment backgrounds; most employees were relatively not educated, usually had not had any other driving instruction and possessed more than five years' driving experience. However, taxis operators occupy an important role in taxi industry of Johannesburg. Some of the respondents to the study indicated that Taxi owners had declined opportunities for training. In an environment where training is embraced and people are held accountable to that training, it is far less likely for employees to pass up such chances.

#### Conclusions

This section highlights the conclusions obtained from the study and highlights the research questions and objectives. The conclusions satisfy this research aims and objectives

which were outlined in chapter one. The researcher believes that if the government and owners could follow the recommendations they could help to develop and sustain the efficient contribution to service the public cordially and taxi employees. The aim of this study is to assess the training and development of taxi owners, rank marshals and taxi drivers receive in JHB. The study is therefore to investigate the role of training on the taxi personnel and how this affects employee performance. As the questionnaires were directed to taxi personnel all the relevant information was obtained, the researcher thinks the study will be beneficial to all stakeholders of the taxi industry if they could work together provide training where needed and educate those who deserve to be educated for sustaining the economy of JHB. Based on the findings made in this chapter, it is clear that taxi personnel are in need of advanced driver training and basic management skills to reduce unsafe road practices and poor management skills. Remuneration and flexible benefits (bursaries) in line with the external marketplace should be available to personnel. Partnerships should be formed with the private sector as to generate more funds to invest in training and development.

### Recommendations

This section provides clear, feasible recommendations in keeping with the objectives. This includes constructing recommendations for taxi industry, on the basis of this research, what taxi organisations could do to improve performance. These recommendations state what could be done what benefit it would bring to the taxi industry and what resources would be needed like new training systems and organizational policies. Based on the findings of this case study the following recommendations are made regarding training and development in the taxi industry. It is an indisputable fact that many taxi organisations have come to the realization of the importance of the role of training and development programs as it increases the organisation's staff efficiency, skills and productivity. In order to reap the full benefits of a training initiative, Taxi Industry in JHB should ensure that the following are instituted:

- **Advanced driving instruction** at a further education and training centre for all taxi drivers should be a legal requirement, as it will reduce the unsafe road practices followed by taxi drivers in JHB. Given that a taxi driver's primary responsibility is the safe carriage of paying passengers from one point to another, satisfactory completion of advanced driver training is required to ensure the driver is able to handle the vehicle in all conditions that may be encountered while driving a taxi.
- Taxi personnel should also receive training at a further education and training in customer care to raise their awareness of the need for courtesy towards their customers. Customer relations skills is important for the business owner and employee to take into consideration what the customer is saying and accept suggestions and ideas of their customers and try to respond appropriately.
- **Probationary Period:** A reasonable probation period should be considered for new taxi drivers. At the completion of the probationary period the driver would be

assessed on any feedback provided by passengers as well as any violations received. It may also be reasonable that the taxi driver could encourage feedback on the experience which could be taken into account as part of the assessment at the completion of the probationary period.

- **Systematic Training:** Identification of training needs should be done professionally in conjunction with the taxi association and owners as well as the individuals involved. Everyone involved should agree exactly to what the trainees are lacking, for instance what skill is needed, and what attitudes need to be changed toward work performance. Taxi industry should see training and development, training's objectives, plan, implementation and continuous process for organisational development.
- **Objective should be SMART and unambiguous:** Objectives should be SMART (Specific, Measurable, Achievable, Realistic and Timely) and unambiguous, and should develop individual as well as meet the needs of the industry. Objectives should also include performance targets, measures standards and should be seen as attainable by individuals. Also a basis for motivating through intrinsic and extrinsic rewards should be provided as this will lead to improved performance.
- **Create more Opportunities for training:** Training needs should be considered on the basis of overall industry objectives. The goals of the industry should determine what training programs are to be organized. Taxi personnel should be motivated to add value to their lives.
- **Career Planning and development:** Organisational career planning involves matching an individual's career aspirations with the opportunities available in the organisation. Career pathing is the sequencing of the specific jobs that are associated with these opportunities. For career management to be successful in the industry, both the association and employees must assume equal share of the responsibility for it. Employees must identify their aspirations and abilities. Career advances plan plans and training and development plans should be made available to employee.
- **Motivation and Morale:** Motivation generally seeks to boost employees' morale to work hard and thus increase productivity. It is against this fact that it is recommended that in instituting proper training and development programs, taxi industry should initiate a policy for motivation attached to training. Motivation include both extrinsic, such as more pay, allowance, fringe benefits, and intrinsic such as recognition, appreciation, acceptance by fellow workers, opportunities for promotion and career development. Morale on the other hand increases productivity indirectly by reducing absenteeism, accidents and employee turnover.
- **Improve interpersonal relationships:** An interpersonal relationship is another way for employees to develop skills, increase knowledge about the industry and its clients by interacting with a more experienced member.

Interpersonal relationships can develop as part of a planned effort to bring together successful senior employees of the industry together with less experienced ones.

- **Evaluate training for effectiveness:** It is vital to evaluate training in order to assess its effectiveness in producing the learning outcomes specified when the training intervention is planned, and to indicate where improvements are required to make the training even more effective.

### Action plan

Advocacy programmes will be done by major role players (TETA, DOT and Taxi Associations) about the need of training and development of taxi personnel. There will be an increase of taxi industry skills levy to benefit training and development of taxi employees. Projects will be rolled out where taxi drivers will be afforded an opportunity to obtain a full qualification in Professional Driving. The projects will range from Adult Basic Education with contracts signed with Taxi Associations, Taxi Councils, Metered Taxis, Non-Government, and Youth Development. To make it easier for learners to achieve the full National Certificate in Professional Driving qualification, there will be a break-up of the qualification into shorter programs. Learners will attend in phases; although this might take longer they will still be able to achieve the qualification in the end. Taxi drivers and rank marshals must be put on course for compulsory specialist training that will include advanced driver training and safety, and customer care. Biasness will be minimized while selecting the candidates for training.

### Conclusion

On the whole, the study sought to assess training and development of taxi personnel in the taxi industry using Johannesburg Taxi Associations as a case study and findings and recommendations provided. Johannesburg Taxi Industry will need to take action to correct its training and development activities, and make sure the processes involved are duly followed. The findings of this research indicated that Taxi industry's nature of work depends mainly on minibus and mitre taxis which are the sophisticated equipment. This makes continuous training and development of its human resource crucial and vital, taking into from the results of the study, it can be concluded that taxi industry certainly had a no well-established policy to invest in the training and development of employees, and there are no processes involved that are being followed. It also needs to organize training programs from time to time for its employees to update their knowledge and skills and to ensure that maximum efficiency exist in taxi industry.

### Final remarks

Taxi associations need to organize training programs from time to time for its employees to update their knowledge and skills and to ensure that maximum efficiency exist in the taxi industry. Training is a key element for improved performance; it can increase the level of individual and organizational competency. It helps to reconcile the gap between what should

happen and what is happening between desired standards and actual levels of work performance. Training enhances skills, competency, ability and ultimately worker performance and productivity in organizations.

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