

INDIAN STEEL INDUSTRY: A STUDY ON OPERATIVE LEVEL EMPLOYEES SATISFACTION TOWARDS TRAINING PROGRAM, CHENNAI REGION

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ABSTRACT

Today the industrial producers are becoming more knowledge intensive, even the steel producers are no exception to it. This situation gives an optimistic sign for the steel industry that by 2025 the steel makers can triple its operation with the stock of talented human source though having constrains on resources. From industrialization there prevailed two kinds of jobs namely white-collar jobs and blue-collar jobs for workers. But today the adoption of newly labeled Green Jobs has come in addition. This scenario demands learning of new skills to handle the green technologies, process which leads to greening their existing jobs. Thus Training as an efficient strategic tool is utilized to improve employee performance, job satisfaction and employee quality of work-life for organizational excellence. Training is the one best way to equip the intellectual capital of any enterprise while the amount and quality of training adopted differs from company to company due to factors such as time, money, external change and managerial efforts in supporting internal career development. Thus an effective training has a greater impact on the learning skills of employees which builds employee satisfaction. For this reason the research paper focuses on the operative level employees satisfaction towards training program offered in their company. The study aims to find out employees perception, their interest and attitude towards training and further their expectations if any. The study is Descriptive in nature with well defined objectives. The sampling technique employed was probability disproportionate stratified sampling comprised of well structure questionnaire. The sample taken for the study is 159 respondents working in steel industry in Chennai. The collected data were analyzed using relevant statistical tools. Based on the findings of the study it was understood that majority of the respondents were satisfied with the training program offered by their company. Necessary suggestions were offered based on the expectations of the employees and conclusion was drawn highlighting the importance of training programme which is an evergreen topic of research.

KEYWORDS: Training, Green Technologies, Green Jobs, Job Satisfaction, Indian Steel Industry, Operative level employees.

INTRODUCTION

Steel manufacturing sector which is both labour intensive and capital intensive sector needs a vast stock of talented and highly skilled manpower. Recently, the steel producers lack in having quality manpower. Among the present changing speed in the international business environment in line with the technology, it becomes mandatory for all types of organization to sustain skilled workforce at all times for the competitive advantage. (**Basma Kashmoola, 2016, Emirate NBD Report, 2014**). An excellent source to expand the competitive advantage is through the employees as the human resources are considered as the intellectual property of the company around the globe. Therefore such intellectual property that is employee competencies can be constructed merely by training and development. (**Aidah Nassazi , 2013, Houger, 2006**). Training and development is the facet of the overall human resource management approach which

motivates the working community to perform their job. Thus training and development becomes the process of investing in the working community thereby equipping them to perform their duty. (Asfaw. A.M, Argaw. M.D and Bayissa. L, 2015, Elnaga. A and Imran. A, 2013). The one best way to equip and improve employee performance is the implementation of employee training and development in the industrial area. This makes the reflection of employee efficiency on achieving the organization goals. For this reason the management needs to have sufficient supply of socially and technically competent staffs as staffs are regarded as crucial resources. (Aidah Nassazi, 2013, Afshan, Sobia, Kamran & Nasir, 2012).

The continued existence of any business in this healthy competitive culture depends on capability to train their people who meet and also raises the performance standards of their business. Hence training and development practice helps to acquire skills, knowledge and competence while transforming their people to be creative and innovative. (H.O. Falola, A.O. Osibanjo, S.I. Ojo, 2014). Nowadays providing chances for learning is utilized as a retention tool for many numbers of Indian organizations. Therefore increasing the training budget while properly executing the training programs became the strategies for the top Indian organizations to draw talented people, retain their expertise and gain supreme quality standard from their employees. (Dr. Harsh Dwevidi and Ona Ladiwal, 2011). In this changing scenario, employees flexibility and effectiveness towards their present job could be achieved barely through noticeable indications of training and career needs and the feeling of employees are valued by the company. (Asfaw. A.M, Argaw. M.D and Bayissa. L, 2015, McDowall. A and Saunders, M.N.K., 2010). Further the primary aim of the official and ongoing educational activities prevailing in the organization is to improve the fulfillment and performance of their personnel. This official educational activity called training and development programs provided by the company consists of different educational techniques and different functional areas which are attended by employees on voluntary or compulsory basis. (Kanu Raheja, 2015)

Training in these days is referred as a course of diet and exercise for increasing employees cognitive and psychomotor skills that supports effective production of organizational activities. (Ozioma Obi-Anike, Michael Chidiebere Ekwez, 2014). Consequently enterprises may well gain from training and development through winning the “heart and minds of” their industrial staffs to wield their expertise and to make them permanently attached with the industrial area. (Asfaw. A.M, Argaw. M.D and Bayissa. L, 2015, Armstrong, 2009). Accordingly the emotional agreement which is described as conservative commitment in the career path model between employees and the organization is the outcome of giving and maintaining labour safety measures, platform for employee career enhancement as well as training chances. (Basma Kashmoola, 2016, Feldman, 2000). Further among several factors, job satisfaction is the imperative part on which the efficiency of human resource is dependent. The attitudes, feelings, pleasurable or positive emotional state from appraisal of job or experience are termed as job satisfaction. However unsatisfied workers are liabilities to any sort of company. Therefore understanding the training and development programs and their influencing factor on job satisfaction has supreme importance in the delivery of effective, efficient and sustainable products and services. (Eyasu Tamru Bekru, Amsale Cherie, Anthahun Alemayehu Anjulo, 2017)

GLOBAL STEEL INDUSTRY:

The global crude steel production attained 1628 million tones (MT) all through 2016 and confirmed a growth of 0.8% over 2015. Among the world’s largest crude steel producers, China ranked first, Japan ranked second, India ranked third and the USA ranked fourth by producing 808 MT, 105 MT, 96 MT and 79 MT respectively.

Rank	1	2	3	4
Nation	China	Japan	India	USA

According to World Steel Association, the global steel demand planned to increase by 0.2% during 2016 and 0.5% in the year 2017. Meanwhile Indian steel demand to raise in both the years by 5.4% and 5.7% in 2016 and 2017 correspondingly. Whereas Chinese steel usage is projected to decrease by 1% throughout 2016 and by 2% all over 2017. Further World Steel Association has given that the per capita finished steel consumption in the year 2015 is placed at 208 kg for world and 489 kg for China.

World Steel Outlook 2016-2017: The new challenges faced by steel demand are as follows:

1. Risk of secular stagnation in developed countries
2. Rising income inequality threatening growth and middle class base
3. Deceleration of population growth and ageing population
4. Premature deindustrialization of newly developing countries
5. Spreading circular economy concept and impact on steel demand
6. Digitalization trend and impact on steel use

Source: (Adam Szewczyk, Head, Economic and Statistical Analysis, World Steel Association, Platts Steel Markets Asia Conference, Mumbai, 17 November 2016)

Edwin Basson , Director General of Worldsteel, 29 May 2018, says there exists a positive outlook for the demand of steel having 1.8% growth in 2018 and 0.7% growth in the year 2019 benefiting both the developed and developing countries. So as to sustain in this present modern society the various sectors like automotive, construction, packaging and rail services consider steel as a multipurpose resource.

INDIAN STEEL INDUSTRY:

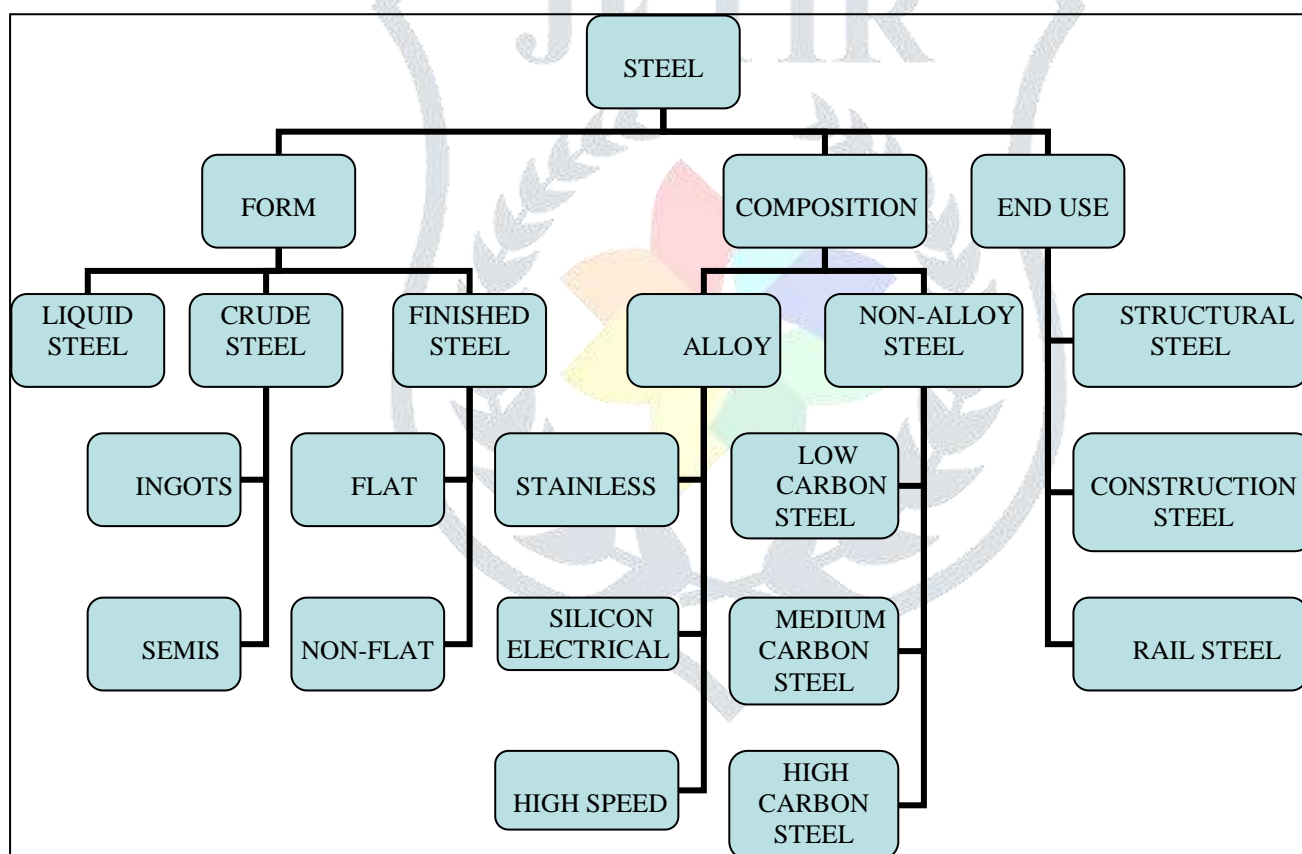
Evolution of Indian Steel Industry:

PERIOD	MILESTONES
1907-1918	<ul style="list-style-type: none"> ▪ TISCO (Tata Iron and Steel Company) established Steel Production during 1907 in India ▪ IISC (Indian Iron & Steel Company) started competing with TISCO in 1918
1923-1948	<ul style="list-style-type: none"> ▪ Mysore Iron and Steel Company founded in 1923 ▪ The new Industrial Policy statement 1948 declares that the central government only takes up the new ventures
1954-1964	<ul style="list-style-type: none"> ▪ Hindustan Steel Ltd started in 1954 and Bokaro Steel Ltd initiated in 1964 ▪ The public sector dominated the steel production during the beginning of 1990 ▪ The production of finished steel using crude steel products were done by the private sector
1973-1992	<ul style="list-style-type: none"> ▪ SAIL (Steel Authority of India Ltd) as a holding company was set up in 1973 basically to monitor iron and steel production of India ▪ Vivesvata Iron and Steel Ltd was acquired by SAIL in the year 1989 ▪ Indian Government decided to privatise SAIL partly in 1993
1993-2014	<ul style="list-style-type: none"> ▪ Global steel players started making an entry in Indian Steel Industry ▪ No license requirement for capacity creation ▪ Imposition of export duty on iron ore, to focus more on catering growing domestic demand ▪ Decontrol of domestic steel prices ▪ Launch of scheme for promotion of Research & Development in Iron & Steel sector

2015	<ul style="list-style-type: none"> ▪ Basic custom duty reduction on the plants and equipments necessary for initial start up or expansion of iron ore pellet plants & iron ore beneficiation plants, to encourage beneficiation and pelletisation of iron ore fines in India ▪ Indian Government launches several infrastructure projects like ports construction, freight corridors etc for advancement of Indian steel sector ▪ During 2015, India ranked as the third largest crude steel producer in the world, leaving behind United States ▪ The total finished steel production in Indian Financial Year April-March 2016 (FY 16) stood at 67.711 million tones (MT) ▪ In FY 16, 8.39 MT of finished steel was imported to the country
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Source: India Brand Equity Foundation (ibef) Report, March 2017

Structure of the Steel Sector:



Source: India Brand Equity Foundation (ibef) Report, March 2017

The National Steel Policy 2017 (NSP 2017) policy areas are:

- a) Steel Demand
- b) Steel Capacity
- c) Raw Materials
- d) Land, Water and Power

- e) Infrastructure and Logistics
- f) Product Quality
- g) Technological Efficiency
- h) MSME Sector
- i) Value Addition in Stainless/ Alloy Steel
- j) Environment Management
- k) Safety
- l) Trade
- m) Financial Risks
- n) Focus on High-End Research: Steel Research & Technology Mission of India

Sector Wise Steel Consumption in India in Million Tonnes:

Sr. No.	Item	Item Description	Current Demand 2015-16	Projected Demand 2030-31
1	Infrastructure	Steel projects, oil refinery, highways & bridges, airports, seaports, urban infrastructure, water transportation & sanitation, industrial sheds, pre-fabricated buildings	9.5	90
2	Construction	Real estate – residential, institutional, commercial & industrial	23.5	45
3	Engineering & Fabrication	Capital goods, consumer durables, yellow goods, electrical goods, industrial boilers & pressure vessels, general engineering, tube making, cold reducing, wire drawing, nails, fasteners, bright bars, agriculture implements, general fabrication including SMEs	35	43
4	Automotive	Cars, two-three wheelers, commercial vehicles, auto components, tractors, bus trailer, tractor-trolley etc.	2.5	10
5	Railways	Rail tracks, rolling stocks,	2	5
6	Packaging	Petroleum, non-petroleum, LPG cylinders, grain bins, GI boxes	2	6
7	Energy	Including power projects, wind mills, power transmission	3	11
8	Ship Building	AH 32/36, DH 32/36, EH 32/36	4	3
9	Oil & Gas Pipelines	X60, X65, X70, X80 – For main line, X70 is mostly in use whereas X80 used in very limited quantities. For smaller pipes, X60 & X65 grade materials are in use		4
10	Defence (including space, nuclear)	Steel grades – maraging steel, ultra high strength steels such as AISI/SAE 4130, high strength 4140, deeper hardening and high strength 4340, 6150 & 8640, high alloy hardenable steel viz. HP9-4-20, HP9-4-25, HP9-4-30, HP9-4-45, HP9-4-20 & HP9-4-30		2

11	Others	Miscellaneous other machinery		11
Total finished steels consumption in MT			81.5	230
Per capital finished steel consumption in kgs			61	158

Source: Ministry of Steel – Government of India

Tamilnadu, a part of Indian state is the chief industrialized state of the country having fifth largest economy in India. This southindian state - Tamilnadu shows a tremendous change in the overall economic and industrial climate by attracting enormous domestic and foreign investments. Therefore the economy of Tamilnadu highly depends on agriculture and industry.

Key Sectors Contributing to Tamilnadu's Economy	Economic Activity
Automotive and auto components	Manufacturing – 34%
Iron and Steel Industries	Services – 45%
IT	Agriculture – 21%
Textiles	
Cement	
Chemical fertilizers	

Source: Centre for Monitoring Indian Economy, CMIE Data

The Salem Steel Plant (SSP) is one of the plant of India's biggest steel public sector undertaking Steel Authority of India (SAIL) which is located in the salem region of Tamilnadu. Apart from SSP, the first integrated steel plant, Southern Iron and Steel Company, a unit of JSW Steel (Jindal Group) is also established in Salem, Tamilnadu. **(Salem Steel: SAIL, JSW Companies: Salem Works: JSW, 10 May 2016)**. Steel industry has got potential for growth. **(Sajjan Jindal, thehindu, 14 November 2015)**. During the period 2008-2009, the prestigious Greentech Gold Award in Metal and Mining Sector was awarded to Salem Steel Plant (SSP) located in Tamilnadu. Later in the year 2010, the prestigious Greentech Silver Award in Training Category of Greentech HR Excellence Awards was also won by SSP situated at Tamilnadu. Subsequently in 2011, the prestigious National Sustainability Award for the 6th time in succession and 13th time since inception of the award from Indian Institute of Metals (IIM) was also received by SSP from Tamilnadu. **(Awards and Accolades, 28 May 2013)**

DETROIT OF INDIA: The Chennai city is nicknamed as “The Detroit of India”, as more than one-third of India's automobile industry is occupied in and around Chennai city. Thus Chennai city gains larger economies to the country by ranking third in terms of per capital GDP during January 2015. **(Raghavan, T.C.A. Sharad, Linking urban India to drive growth, livemint, 17 June 2015)**

SMART CITIES MISSION: Under PM Narendra Modi's flagship “Smart Cities Mission”, Chennai city found its selection out of the 100 Indian cities for the transformation as “Smart City”. **(Meet the smart cities: Bhubaneswar, Pune, Jaipur top the list – CNN-IBN, 28 January 2016)**. AML Steel Industries Limited, Kumudipoondi, Bhuwalka Steel Industries Limited, Chennai, Surana Steel Industries Limited, Chennai, Kanish Steel Industries Limited Kumudipoondi, TNECL Steel Industries Limited, Chennai are some of the steel industries located in and around Chennai City. **(Centre for Monitoring Indian Economy, CMIE Data)**

REVIEW OF LITERATURE

HR Training - An Overview:

Enterprises are very hardly struggling to achieve victory in the global financial system while highlighting the characteristics, capabilities and power of their employees compared to other firms. According to American Society for Training and Development (ASTD), companies have spent greater than \$126 billion yearly on employee training and development. (Basma Kashmoola, 2016, Paradise, 2007). The essential and major aim of employee development program are for long term, focus on educating and understanding of firm's mission, objectives, culture and thus expecting respective strategies from employees so as to add value to the everlasting victory of the organization. Moreover the technical training program also helped to understand the organization culture followed up by increase in job satisfaction leading to the victory of the company. Thus the current job scenario and supporting knowledge updates when provided by the company through training to their employees as per their job requirements makes the company to move further forward. (Ghani, 2014)

HR Training Areas:

The two main areas of training programs are (1) organization perspective: requirements of skills, talent and expertise for present and future need and (2) employee perspective: flexibility in adopting behavioural changes throughout the training process. (Alam, Personal Communication, 2016). However employees are also trained on the areas like quality improvement, soft skills, personality, problem solving techniques, quality circle, interpersonal relationship, managerial and supervisory training program, time management, regulatory compliances, workplace communication, violence prevention, workplace safety etc. (Ms. Pallavi P. Kulkarni, 2013)

Green Jobs and the Greening of Jobs:

National Mission for Enhanced Energy Efficiency (NMEEE) under the National Action Plan on Climate Change (NAPCC) have stated Indian Industrial Production's climate policies. The climate policies focus on reduction of Green House Gas (GHG) emissions intensity of gross domestic product (GDP) from 2005 – 2020. Hence decrease in the level of damages to the environment and increase in the level of steel production can be attained. From industrialization there prevailed two kinds of jobs namely white-collar jobs and blue-collar jobs for workers. But today the adoption of newly labeled Green Jobs has come in addition. This scenario demands learning of new skills to handle the green technologies, process leads to greening their existing jobs. Working Group on the Steel industry for the Twelfth Five Year Plan (2012-17) report declares the implementation of green technologies to protect the environment. This issue challenges the Indian Steel Industry for skills demand while predicting knowledge and skills required for engineers, skilled artisans and semi-skilled workforce. Therefore 25 percent of such direct new jobs will be green jobs which needs training in green technology-based skills and also occupation-based skills. (Asia-Pacific Decent Work Decade 2006-2015, International Labour Organization (ILO) 2014, Regional Office for Asia and the Pacific)

HR Current Challenges:

Indian Steel Producing Industry is capital intensive as well as labour demanding sector which is on its way towards renovation leading to efficient progress in production, retaining valuable customers through their workers who are the intellectual capital of the business.

- Sustain motivation spirit of employees by means of training opportunities

- Understand and update employees the current business trends on regular basis
- Create global mindset among employees
- Benchmark employees excellence and skills in all areas
- Maintain stock of talented profile for present and future requirement
- Proper exertion of employee excellence to achieve organizational excellence (**Vasantha S, Rath M R, 2016**)

Process and Classification of Training:

The process of planned training are (1) Identify training needs (2) Define learning requirements (3) Plan training programs (a) Techniques (b) Facilities (c) Locations (d) Trainers (3) Implement training (4) Evaluate training (**Armstrong Michael, 1995**). Further the training methods are categorized into (1) behaviour or on-the-job such as orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching (2) cognitive or off-the-job such as lectures, computer- based training, games, simulation and so on. (**H.O. Falola, A.O. Osibanjo, S.I. Ojo, 2014, Mehrdad. A, Mahdi. S, Ali. S, 2009**)

Outlook of various authors and researchers towards Training:

Oatey (1970)	Training increases one's skill at a given work, intellectual, social and mental improvement which facilitates personnel and production growth in every organization
Hesseling (1971)	Training is a series of experience or opportunities framed to alter behavior which leads to attainment of declared objective
Garavan. T.N (1997)	Training refers to bridging the gap between the current performance and the standard desired performance
Adeniyi (1995)	Staff training and development is a labour activity which largely influences the effectiveness and profitability of a firm
Isyaku (2000)	Training is a continuous avenue to acquire latest techniques and intelligence to operate effectively
Boyce (2003)	Training is a huge investment on employees for the future needs
Dessler (2008)	The teaching process otherwise exploring the fundamental skills to the new workforce in order to execute their jobs is called Training
Joyce Koryo Hogarh (2012)	The learning experience to create a permanent individual change which definitely improves one's ability to perform the work is viewed as Training
Karthik R (2012)	Training objectives inform the expected outcome from trainee during the final stage of training program
Punia & Saurabh (2013)	Training is the application of gained knowledge and experience.
Sabir (2014)	Training is an integral part of total quality management process

Employee Training Needs:

There exist 23 types of identifying requirements for training. (**Torrington et al., 2005 & Wognum, 2001**)

Researchers		
Wognum et al. 1999 (Categories)	Wognum 2001 (Levels)	Torrington et al. 2005 (Approaches)

<ul style="list-style-type: none"> • Resolve problems(workers performance) • Improve practices • Change or renew (company situation) 	<ul style="list-style-type: none"> • Strategic level (top management) • Tactical level (middle management) • Operational level (lower executive management and other employees) 	<ul style="list-style-type: none"> • Problem centred (performance) • Profile comparison (changes & skills)
Training Need = Standard performance – Actual performance		

Benefits of Training:

(1) High morale (increase in confidence and motivation) (2) Lower production cost (decreases and eliminates waste, avoids risks, economic use of materials) (3) Less employee turnover (sense of security at work environment, decrease in employee turnover and eradicating absenteeism) (4) Change management (raising the understanding and involvement of employees, provide abilities and skills to adjust with new changing circumstances) (5) Raise in pay, promotion, recognition (6) Employees quality improvement (Aidah Nassazi, 2013 & Cole, 2001) (7) Increase the market value of the company (8) Raise employees earning power (9) Lifts employees job security (10) Grooms the attitude of staffs for co-operation (11) Encourages quality of work-life and creates employee supportive workplace (Ms. Pallavi P. Kulkarni, 2013) (12) Training is transmitting information to firm's members for upliftment of companies position (Leard, 2010) (13) Training eradicates fear while attempting new tasks. (Noun, 2013)

Employee Satisfaction:

Employees can make or break their organizational reputation and profitability as they are accountable for the massive organizational activities which affect client satisfaction, the value of product and event. (Elnaga.A, Imran. A, 2013). Keeping this aspect in mind, when organizations provide and train their employees through training and development programs then it is evident that employees are highly satisfied resulting in less employee turnover. However employees are keen in looking for opportunities to learn novel skills, to learn various works and learn to develop personally and professionally. Hence these learning opportunities boost their confidence, self-esteem and job gratification. (Nadeem A.B, Khawaja. J, 2013, Wagner & Nunn, 2000). Training also makes employee feel that they are part of the organization's family thereby creating a sense of belonging in all employees and turning them to be satisfied employees. Increase in such job satisfaction increases the employees ability to obtain new technologies, develops innovation in strategies and products and reduction in employee turnover are other benefits of training. (McNamara, 2010).

American Society for Training and Development (ASTD) from 2003 honors enterprises for organization-wide achievement by using training as a strategic business tool. Every year the Indian organizations participated and got awarded for their excellence in training function. Four Indian organizations were listed out of 40 best organizations in the winners list during 2008. The listed Indian organizations are Reliance Industries Limited, Nagothane manufacturing division with the strength of 2,157 employees, Infosys Technologies Limited with 79,016 employees, Wipro Limited with 60,000 employee and ICICI Bank Limited having 40,880 employees. This shows a growing indication for training and development program operating in Indian organizations. (Dr. Harsh Dwevidi and Ona Ladiwal, 2011).

OBJECTIVES OF THE STUDY

1. To study the employees' perception towards training program
2. To understand employees' attitude and interest towards training program

3. To find out employees' opinion on impact of training program
4. To identify employees' expectation from training program
5. To study employees' satisfaction towards training program

RESEARCH METHODOLOGY

The region chosen for the study was Chennai region, Tamilnadu. Descriptive research design was appropriate for the study as it describes the characteristics of employees employed in the organization with regard to training program conducted in the organization. Thus the primary data from the respondents were effectively gathered using the research instrument questionnaire. For the research purpose, 159 employees were taken as the sample size. The sampling technique adopted for the survey was probability disproportionate stratified sampling method which was suitable from the available sampling procedures. A well-framed questionnaire consists of both closed-ended, containing category scale, likert scale and also dichotomous scales as well as open-ended questions were used in the organizational research. Finally the data gathered was thoroughly analyzed by using the sampling tool namely frequency and percentage analysis.

Percentage Analysis: The percentage method is used in making comparison between two or more series of data. This method is used to describe relationship. Percentage is used in processing the data, bar charts, pie diagrams and few other related charts were used to explain tabulation clearly.

$$\text{Percentage of respondents} = (\text{Number of Respondents} / \text{Total Respondents}) \times 100$$

LIMITATIONS OF THE STUDY

1. The study was limited to one Industrial area with male employees only.
2. Apprehensions on the part of respondents might have prompted biased response.
3. This study also has statistical limitations.

RESULTS AND DISCUSSION

TABLE I: DEMOGRAPHIC PROFILE OF OPERATIVE LEVEL EMPLOYEES

Aspects	Percentage of respondents
Age (in yrs)	
18-25	10
26-35	45
36-45	35
Above 45	10
Educational Qualification	
10 th	34
12 th	41
Graduate	25
Marital Status	
Single	17
Married	83
<i>Source: Primary data</i>	

The above table describes that 45 percent of the respondents were in the age group of 26-35 years. This gives a clear understanding that the industrial area fetches the industrial assistance from the operative level employees coming under the age group of 26-35 years and also with the remaining age category of operative level employees in the company. It was found that 41 percent of the respondents were 12th qualified and 34 percent of the respondents were 10th qualified. The data also reveals that operative level employees with lesser educational qualification were given an opportunity depending on their abilities and performance in the company. The survey report also states that 83 percent of the respondents were married. Hence it is revealed that the steel industrial premises offers openings for developing employees who are 12th qualified, married and age category of 26 – 35 years. This situation reminds that the steel industry considers such employment as a chance of extending social responsibility.

TABLE II: RESPONSES TO THE PARAMETERS OF TRAINING PROGRAMMES

Aspects	Percentage of respondents
1. Training Programmes are important for employees growth	(In %)
Strongly agree	83
Agree	14
Neutral	00
Disagree	00
Strongly disagree	03
2. Training Programmes enhances skills of employees	(In %)
Strongly agree	24
Agree	70
Neutral	03
Disagree	03
Strongly disagree	00
3. Training program creates and sustains employee's interest in job	(In %)
Strongly agree	24
Agree	62
Neutral	14
Disagree	00
Strongly disagree	00
4. Training program schedules should be informed well in advance	(In %)
Strongly agree	31
Agree	41
Neutral	10
Disagree	03
Strongly disagree	15
5. Duration of Training Programmes is adequate	(In %)
Strongly agree	03
Agree	07
Neutral	07
Disagree	45
Strongly disagree	38
6. Training Programme improves performance in job	(In %)
Strongly agree	59
Agree	03
Neutral	31

Disagree	00
Strongly disagree	07
7.Training programmes boost employees morale	(In %)
Strongly agree	49
Agree	34
Neutral	14
Disagree	03
Strongly disagree	00
8.Training programme increases awareness of safety measures	(In %)
Strongly agree	41
Agree	22
Neutral	10
Disagree	23
Strongly disagree	04
9.Training programmes has reduced industrial accidents to great extent	(In %)
Strongly agree	05
Agree	72
Neutral	09
Disagree	03
Strongly disagree	11
10. Training program offered by Company focuses on both self development and job development	(In %)
Strongly agree	79
Agree	11
Neutral	00
Disagree	04
Strongly disagree	06
11. The training program given matches with the current industrial requirements.	(In %)
Strongly agree	39
Agree	38
Neutral	18
Disagree	02
Strongly disagree	03
12.Level of Satisfaction towards Training Programmes	(In %)
Extremely satisfied	36
Satisfied	49
Neutral	06
Dissatisfied	04
Extremely dissatisfied	05

Source: Primary data

FINDINGS OF THE STUDY

1. Majority of the operative level employees (83%) feel that training programs are important for employees' growth.
2. Most of the respondents (70%) agree to the statement training programs enhances skills of the employees.

3. Maximum number of employees (62%) understands training program creates and sustains employees' interest in their job.
4. The study shows that (41%) of the respondents agree to the aspect that the schedules of training programs should be informed well in advance.
5. Majority of the operative level employees (45%) respond that the duration of training program is inadequate.
6. It is evident that majority of the employees (59%) strongly agree that the training program improves employees performance in their job.
7. It is clearly stated that (49%) of employees strongly agree to the statement that training program helps in boosting employees morale.
8. The study indicates that (41%) of the respondents feel that the awareness of safety measures are increased by means of training program.
9. Majority of the respondents (72%) have indicated that training programs reduced industrial accidents to a great extent.
10. The study has revealed that (79%) of the operative level employees strongly agree that their company focuses on self development and job development with the help of training programs.
11. It is found that (39%) of the respondents strongly agree and (38%) of the respondents agree that the training program given matches with the current industrial requirements.
12. Majority of the respondents (49%) are satisfied with the company's training programs.

CONCLUSION

In the long run, an enterprise which clearly and thoroughly understands the link among people and profit wins ultimately. The basics of competitive advantage are having superior resources and superior competency. Thus in every organization, human resources are the vital sources which would increase the productivity, goodwill and quality standards of the company. So such human resources need to be imparted with specific skills for particular purpose which becomes the main purpose of the training programmes. Training is a continuous process it is the core to the success of any organizations. Technological changes takes place at a rapid pace and it is the moral responsibility of the management to equip their employees with necessary skills to match with the present and prepare them for the future industrial requirements.

In this study the researchers have made an attempt to study the operative level employees perception towards existing training program for which objectives were set and questionnaire was constructed to know their attitude interest and satisfaction level. The research findings revealed that the training programmes offered by the firms are relevant and specific to the nature of work. It is evident from the fact that majority of the respondents are satisfied with the present training programmes. However employees have few expectations which need to be addressed to sustain their satisfaction. Hence the steel industrial region can overcome any sort of hardships with determined, trained and satisfied manpower to accomplish their organizational goals and experience victory.

SUGGESTIONS

The greater part of the findings obtained from the data analysis and interpretation shows that the training programmes imparted for the benefit of the operative level employees and its effect on the growth of the industrial area is valuable. Thus the findings of the study reveals that majority of the respondents have a positive perception and attitude towards training program which shows they have a keen interest in improving their skills to match their current industrial requirements which is highly appreciable. But at the same time it is observed that some of the respondents have stated their response as neutral for most of the questions because of their general apprehensions which has to be overcome by conducting periodical meeting and feedback sessions to express their views regarding the training programme offered at present so that the management can quantify the inputs gained by their employees which will help to narrow down the

gap between the employees perception and management expectations. Hence in this continuous changing industrial environment it is suggested that training program in the area of self development shall be offered which will motivate the employees to perform their task better.

SCOPE FOR FURTHER RESEARCH

The study is confined to a small group of respondents and thus the study can be extended to a larger group of respondents for further research. Meanwhile there arises a scope for extending the research in various other sectors – industries too. And also the study is restricted to only male operative level employees who are working now can differ from time to time and place to place. Thus the finding of this study which is applicable today diminishes its relevance at a later stage. Hence there arises a scope for further research.

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