

# AN EMPIRICAL STUDY ON TRAINING AND DEVELOPMENT IN VIZAG STEEL PLANT

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## Abstract:

Training is considered as one of the most important functions of Human Resource Management in the organization. The work force of the organization is enriched with skills and talents only with training. Steel plants are the key points for the development of industry in many parts of India. It is most vital for production units to continuously improve their employees' job knowledge, motivation and competencies up to the mark because of the global demand. In such a situation, it becomes of prime concern for the organizations particularly manufacturing sector to absorb new knowledge for serving competitively, store & preserve this knowledge, and then deliver it to the employees using some organized & methodical approach i.e through designing strategic and well suited Training & Development (T&D) programs. The present study aims at identifying the level of satisfaction of employees towards T&D programs in Vizag steel plant. The sample size for the study consists of 794 employees who include both executives and non-executives in the organization. A well structured questionnaire was used to collect the data from the respondents. The findings of the study revealed that only 29% of the sample respondents were highly satisfied and 18% of them were less satisfied with the Training and Development programs conducted by the organization.

**Keywords:** Training & Development, Job knowledge, Motivation.

## I. INTRODUCTION

In the manufacturing sector a dramatic surge is to attract and retain talent. Employees need to be provided with a continuous learning atmosphere to keep themselves on track with the organizational mission & vision. Employees must gain varied skills and broad knowledge in terms of various personal as well as professional attributes. It is performance that is the ultimate goal of any business's efforts that leads towards the achievement of market leadership and capturing of unbeatable talent. These two are crucial for the organizations and are part of the organizational strategic mission. Training was once, only considered as a tool of an extra effort to excel personally and perform up to the mark in one's job but now it is a matter of basic need to learn the change and adapt to the advancements in work practices. In response to the changing work practices if employees are not provided with chances to enlarge their professional experiences then this may lead them to skill obsolescence. Such a situation leads the organizations to focus on competency based hiring and set challenging job tasks regardless of their size and scope of operations. Well designed Training and Development (T & D) programs make the employees to be proactive and make them good administrators also. Organisations need to support their training programs by allocating resources and funds as it has a positive effect on productivity.

## II. LITERATURE REVIEW

Garrett J. Endres and Brian H. Kleiner (2000) in their study on 'How to Measure Management Training and Development Effectiveness' found that measuring effectiveness in management training and development successfully can be a difficult task. Hence a valid measurement programme that includes evaluation in key areas such as emotional reaction and knowledge was designed.

Elangovan and Leonard Karakowsky (2005) observed in their study titled 'The Role of Trainee and Environmental Factors in Transfer of Training: An Exploratory Framework' observed that effectiveness of the transfer of training to the job-site was more focused by the organizations.

Kaye Alvarez, Eduardo Salas and Christina M. Garofano (2007), in their work titled 'An Integrated Model of Training Evaluation and Effectiveness', have found out that measures of evaluation are based on post training attitudes like cognitive learning, training performance, and transfer performance.

The study on "Impact of Training Climate on Effectiveness of Training Programs" by Anu Singh Lather and Harsh Sharma (2008) found that mind space of top managers prefers the effectiveness of training. The paper focused on all the important issues of training climate and the role played by various stakeholders in developing this. The significance of developing favorable training climate and impact of unfavorable training climate were analysed based on a case study method.

Muhammad Waqas Chughtai Zulfiqar Ali Nadeem (2016) study to explore the impact of training and development on organizational effectiveness while taking training and development as a strategy of the organization; for this purpose a case study of Pakistan telecommunication Authority was taken to examine its effectiveness. The study has revealed that maximum numbers of respondents were regularly participating in training and development programs conducted in the organization. They believe, training and development programs have not only enhanced their skills and competences but also improved the organizational effectiveness

R. Sudhakar and Dr. S. Rabiyyathul Basariya (2017) study examined the effectiveness of training and development on employees' performance and organization competitive advantage. The results showed that strong relationship exists between training and development, employees' performance and competitive advantage.

### III: OBJECTIVES OF THE STUDY

- To study the level of satisfaction among the employees towards the existing Training and Development programs in Visakhapatnam Steel Plant(VSP).
- To make a comparative study between Executives and Non-Executives towards the satisfaction of Training and Development programs in VSP
- To study the effect of demographic variables such as Gender and Education Qualifications of employees on the satisfaction towards Training and Development programs inVSP.

### IV: HYPOTHESIS FRAMED FOR THE STUDY

- Ho<sub>1</sub>: There is no significant difference between executives and non-executives on the satisfaction levels of employees towards Training & Development programs
- Ho<sub>2</sub>: There is no significant difference between Male and Female employees on the satisfaction levels towards Training & Development programs
- Ho<sub>3</sub>: Educational levels of the employees do not have a significant impact on the training and development programs

### V: RESEARCH METHODOLOGY

The methodology section outlines the plan and method that should be followed for the study. This includes population for the study, sample size and sampling method, sources of data collection and analysis of data. The details are as follows:

#### Population and Sample Size:

The application of suitable methods and scientific procedures is a basic feature of systematic enquiry. This has an important role on the collection of reliable and accurate information as well as on the outcome of the study. In the present enquiry, VSP is taken as the unit of study. The population for the present study consists of all the employees in VSP. The population is finite in nature. A sample size of 794 employees have been taken for the present study covering two categories viz. Executives and Non-Executives. The sample covers all the departments in the organization.

#### Sampling Method:

For the present study stratified random sampling method has been used. The sample was first stratified on the basis of different departments in the organization and a random sample of 480 executives and 314 non-executives were drawn from different departments for the present study.

#### Sources of Data Collection:

Data has been collected from both primary & secondary sources. Primary data was collected by distributing a pre-tested and a well structured questionnaire among the respondents. Secondary data was gathered from company records, brochures, various journals, periodicals and electronic sources.

**Analysis of Data:** Data was analysed with the help of scoring given in the scales. Statistical tools such as ANOVA and t-test were used to test the hypothesis. SPSS package version 23.0 was used to analyse the data.

### VI. RESULTS AND DISCUSSION

**Analysis was done on the basis of objectives mentioned in the study:**

- **Objective 1:** To study the level of satisfaction among the employees towards the existing training and development programs in Visakhapatnam Steel Plant(VSP).

Table 1: Satisfaction Levels of Employees Towards Training & Development Programs

	Frequency	Percent
HIGH	229	29
MED	424	53
Low	141	18
Total	794	100

Table 1 shows that 29% of the sample respondents were highly satisfied and 18 % of the respondents were less satisfied ( according to the scoring given in the scale) with the Training and Development programs in VSP. The probable reason for low satisfaction

level of the respondents could be that the training needs of the employees were not identified properly by the management and the respondents were not happy with the method of training followed. Modern methods of training such as Assessment centre training, Case study, Role play, Inbasket method for executive development should be followed by the management during the training programs.

Table 2: Satisfaction levels of Executives & Non-Executives on Training & Development Programs

	Executives	Percent	Non-Executives	Percent	Total	
Satisfaction on training	HIGH	200	42	57	18	257
	MED	180	37	141	45	321
	LOW	100	21	116	37	216
	Total	480	100	314	100	794

Results of table 2 shows that 42% of executives and 18% of non-executives were highly satisfied and 21% of executives and 37% of non-executives were less satisfied with the T&D programs conducted by the organization. The low level of satisfaction among the non-executives could be that effective on the job training methods were not used. The training climate also was not found to be satisfactory. Focus should be to impart technical skills to the non-executives, so appropriate training methods should be selected to impart those skills to the non-executives.

- Objective 2: To make a comparative study between Executives and Non-Executives towards the satisfaction of Training and Development programs in VSP

The following null hypothesis was framed for the present study:

Ho<sub>1</sub>: There is no significant difference between the satisfaction levels of executives and non-executives towards the Training & Development programs at VSP

	t-test for Equality of Means						
	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Satisfaction on training between executives and non-executives	-25.248	175.885	.000	-18.71968	.74142	-20.18291	-17.25645

From the above table it can be concluded that there is a significant difference between the satisfaction levels of the executives and non-executives towards the Training & Development programs as the t-value was found to be significant. Hence, the null hypothesis was rejected.

- Objective 3: To study the effect of demographic variables such as Gender and Education Qualifications of employees on the level of satisfaction towards Training and Development programs in VSP.

The following null hypothesis was framed for the present study

Ho<sub>2</sub>: There is no significant difference between satisfaction levels of Male and Female employees on Training & development programs

**Table 1 INDEPENDENT SAMPLES TEST**

	t-test for Equality of Means						
	T	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Satisfaction on Training Between Male and Female Employees	-23.608	165.752	.000	-17.57463	.74445	-19.04446	-16.10480

From the above table it can be concluded that there is a significant difference between the satisfaction levels of Male and Female employees towards Training & Development programs as the t-value was found to be significant. Hence, the null hypothesis was rejected.

- Ho<sub>3</sub>: Educational levels of the employees do not have a significant impact on the training and development programs

ANOVA was conducted

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Opinion on the performance improvement	Between Groups	53679.528	2	26839.764	1285.82 5	.000
	Within Groups	16510.996	791	20.874		
	Total	70190.524	793			
Satisfaction levels of employees	Between Groups	44646.389	2	22323.195	1218.93 9	.000
	Within Groups	14486.079	791	18.314		
	Total	59132.469	793			

From the above table it is clear that the f- value was found to be significant, hence there is a significant difference between different education level of employees towards the training and development programs conducted by VSP. Hence, the null hypothesis was rejected.

### . Conclusion:

The present study brings out the important elements of training procedures in vizag steel plant on the basis of which other manufacturing organizations can follow as a role model. Top management creates a social ecology, wherein employees learn to embed training knowledge into activities in their daily work life. Training strategy must be linked with organization's goals. Information Technology Support facilitates to make training more better. Training assumes critical importance for the growth and survival of any organisation. The training activities must be designed in a well balanced with uniformity across various units or levels within an establishment to ensure equitable development of its employees and enable them contribute towards organisational goals by coping with change. Vizag Steel Plant believes that training should eventually be a core philosophy of all management actions and is not merely a departmental activity. As it was observed in the study that the satisfaction level of employees towards the training and development was low among the respondents the management should identify the reasons for this and take appropriate steps in identifying the training needs properly and adopt modern methods of training to impart the training programs. Evaluation of training should also be made an important part of training programs.

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