

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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**TRAINING PROGRAMME IN PRACTICE IN THE INDIAN STEEL INDUSTRY: A COMPARATIVE ANALYSIS****DR. ITISHREE MOHANTY****ASST. PROFESSOR****KANAK MANJARI INSTITUTE OF PHARMACEUTICAL SCIENCES****CHHEND****DR. SMRUTI RANJAN RATH****DY. REGISTRAR (ACADEMIC & EXAMINATION)****NATIONAL INSTITUTE OF PHARMACEUTICAL EDUCATION & RESEARCH (NIPER)****HAJIPUR****ABSTRACT**

*Training is an inevitable part of every organization. Effective training practices helps in better decision making, target achievement, motivation, team building, leadership development, learning environment etc. which helps in the development of a good organizational culture. Further, effective training practices helps in building and sustaining profit, growth and achievement for a longer period of time. Training programme is designed to help new employees to adjust to the workplace successfully and include the formal ongoing efforts of organizations to improve the performance and self-fulfillments of employees. In the modern workplace, these efforts have taken a broad range of applications, from training in highly specified job skills to long-term professional developments, and are applicable to all sorts of employees ranging from line staff to the chief executive officer. For the purpose of studying the importance of training programmes in the organizational context, RSP comes out to be the most appropriate company with cultural and organizational heritage with a decade of successful and profitable legacy. The purpose of this study is therefore to make an in depth analysis of the innovative way of training programmes being practiced in Rourkela Steel Plant, vis-à-vis its parent organization the SAIL and other competing steel in India namely, Tata Steel and JINDAL.*

**KEYWORDS**

competence; employee; productivity; steel industry; training.

**INTRODUCTION**

Training programmes have very specific goals such as operating particular machinery, understanding a particular process, performing certain procedures with great precision. Training programmes are typically tied to a particular subject matter and are applicable to that subject only. Developmental programmes, on the other hand, are centers of cultivating and enriching broader skills useful in numerous contexts. If training programmes are structured and conducted in a meaningful way, it can make employees feel valued. Training programmes are used to ensure that the new employees acquire the basic knowledge to perform the given job satisfactorily. Training programmes are important component in the process of developing a committed and flexible high-potential workforce and socializing new employees. Training programmes are also important to cope up with the changes in technology and with diversity within the organization. Today, because of the unprecedented technological changes, training programmes emphasize on transforming the organizations to learning organizations. Training programmes also create healthy and friendly environment to learn. Training programme is important to avoid the wastage of resources and time and improve productivity. Training programme is important to all members of the organization because it acts as a method of motivating the employees in the organization and to improve their morale, and quality of performance.

**TRAINING PROGRAMMES IN PRACTICE IN THE INDIAN STEEL INDUSTRY****A. Public Sector****1. TRAINING PROGRAMMES IN ROURKELA STEEL PLANT (RSP)**

With the passage of time, the activities of the institute got expanded with a rename as 'Training and Development Centre' in 1985 and subsequently as HRD centre in August, 2000. This centre has been conducting Training programmes towards reinforcement of employee's competence. Today the centre has grown to a position through imparting professional training to new entrants as well as the employees of RSP to bridge the ever-increasing gap of skill, knowledge and experience. Based on the training need received from the different departments, Annual Training Plan (ATP) is prepared indicating the training programmes to be conducted in each thrust area and number of employees to be trained. In HRD centre, the training is imparted in the following broad areas: Induction training, Competence enhancement, Technical skill development training, Redeployment training, Multi skill training, Managerial training, Specific areas, Foreign and External training etc.

**2. TRAINING PROGRAMMES IN SAIL**

In SAIL, the training activities are steered and guided by the Training Advisory Board (TAB). Some training programmes of specialized nature that have been conducted at MTI, SAIL through external agencies are advanced programmes in computers, accounting standards, administrative vigilance, and corporate governance. In addition to the regular Management Development Programmes, SAIL has initiated, through its MTI, a number of innovative training interventions focused on key organizational issues like the-

- (i) *Learning from Each Other (LEO) workshops*
- (ii) *Skill gap analysis exercise*
- (iii) *Others*

Some of the other areas that SAIL has addressed through training are: Advanced management programme, Customer relationship management, Communication and presentation skills, Negotiation skills, Managing self and team, Enhancing managerial effectiveness, Time management, Cost control by design, Problem solving and decision making.

**B. PRIVATE SECTOR****1. TRAINING PROGRAMMES IN TATA STEEL**

Keeping in view the large number of its employees and their training needs, Tata Steel organizes the following types of training programmes: 4-tier management development courses, Functional and cross-functional courses, Orientation course, Need-based seminars, Lecture meetings and Evening programmes. The company offers refresher courses for supervisors, senior supervisors and managers. Functional and cross-functional courses are offered in the areas of materials management, systematic management, work simplification, job safety etc. In addition, need-based seminars, panel discussions and film-aided discussions are also held. Senior managers are also sent for training at Tata Management Training Centre (TMTC), Administrative Staff College of India, and Indian Institutes of Management. For conducting programmes on safety, health and environment, training needs are revisited quarterly and half yearly to include the changing business requirements.

**2. TRAINING PROGRAMMES IN JINDAL**

In JINDAL, the training programme is imparted in the following ways:



**(I) INTERNAL TRAINING PROGRAMME**

If the number of people identified with a specific need is large, then the programmes are held within the organization by using the available resources like people with professional expertise based on the identified needs.

**(II) EXTERNAL TRAINING PROGRAMME**

In the event of number of employees being identified with a specific area of improvement being few, then the Division/Department Head communicates to Human Resource Department, the need for identifying institutes where they can be deputed.

**LITERATURE REVIEW**

Eleanor Macdonald (1985) in his study 'The need for Training and Development' has pointed out that in recent years training and development have come to be regarded as perquisites to promotion. He has concluded that training and development are important management tools.

Hicks and Klimoski (1987) in their study 'Entry into Training Program and its Effect on Training Outcomes: A Field Experiment' have reported that voluntary participation in the training programme resulted in greater satisfaction, greater commitment to the decision to be trained, and strong belief that training is useful and appropriate as compared to those required to participate in training.

Glenn E. Summers, Richard A. Roy and Thomas A. Gavin (1991) in their work 'Developing a Training Programme' have come up with providing a methodology for developing a training programme that is responsible for the expanding scope of internal audit functions.

G. Dessler (2000) in his study 'Human Resource Management' suggested that training programmes need to be developed on the basis of organizational analysis, operational analysis, and individual analysis. Organizational analysis can be done on the basis of overall objectives of the organization, which includes vision and mission statement and the available resources with the organization. Vision and mission statement of an organization defines where the organization wants to move from its present position, goals to be achieved in future and how these goals can be achieved. Available resources are the boundaries within which those goals need to be achieved. Operational analysis includes job analysis, which provides expectations from the employees to meet organizational objectives. This will give minimum acceptable requirements from the employees to do job effectively. Individual analysis provides information of present and potential capabilities, skills, knowledge and attitude of the employees. Organizational analysis can be done by HRD personnel with the help of top management and individual analysis can be done by individual employees with the help of HRD personnel and line managers.

Reid A. Bates (2001) in the study entitled 'Public sector training participation: an empirical investigation' have pointed out for testing a mediated model of employee participation in training activities in a public sector highway department. Results of the study showed there is a significant proportion of the variance in an objective measure of training attended, a self-report measure of training attended and intentions to participate in future training. The findings suggest that previous transfer success and motivation play a significant role in intentions to participate in training.

Scot M. Duguay and Keith A. Korbut (2002) have conducted an empirical study titled 'Designing a Training Program which Delivers Results Quickly' to emphasize that a well-designed and executed training programme minimizes new employee on-boarding time and time-to-first-contribution. They have suggested that the design of a two-phase training programme for new employees-an initial programme addressing training requirements of a general group and a detail programme requiring skill mastery by individual functional area. The effectiveness of the training programme can be more accurately accessed via leadership team review of expected versus actual progress against the training program objectives.

Priti Jain (1999) has studied 'On-the-job training: a key to human resource development' and found the main on-the-job training needs as information technology, job orientation, customer service/public relations, marketing/publicity, refresher courses and managerial skills.

Clinton O. Longenecker and Laurence S. Fink (2005) have conducted a study 'Management training: benefits and lost opportunities' to explore why organizations often focus little attention and resources on management training and have provided a useful checklist of ways to close the managerial skills gap through training. They have found that organizations fail to properly train managers for a host of reasons like misconceptions about training needs, the ability of managers to handle their own training or the value of training to the organization compared with other efforts. Lack of accountability and poor implementation are other key reasons cited for training failures.

**NEED OF THE STUDY**

The present study entitled "Training Programme in Practice in the Indian Steel Industry: A Comparative Analysis" attempts to empirically examine the nature and extent to which training programs can be an important practices of an organization.

**OBJECTIVES**

The study has been carried out with the following objectives:

1. To study about the training programmes in practice in major steel industry namely, RSP, SAIL with theoretical comparison with Tata Steel and JINDAL.
2. To find out the views of management respondents regarding the training programme at RSP.

**METHODOLOGY**

**DATA COLLECTION**

Basically, the study has been conducted mainly on primary data collected through 'questionnaires'. The scale consisting of 12 statements were distributed among the respondents at random and collected back after filled up by the respondents. Secondary data collected from magazines, annual reports in different year.

**TOOLS AND TECHNIQUES USED**

The important statistical tools and techniques used in the study: t-test.

**SAMPLE SIZE**

For the purpose of present study the samples are selected purposefully from different strata of employees on random basis. The sample consists of 200 respondents from different hierarchy levels in different department in different major steel industry namely, RSP, SAIL etc. Proper attention has been paid in selection of the sample.

**RESULTS AND DISCUSSION**

The present study attempts to find out if the attitude of the employees of Rourkela Steel Plant (RSP) with varied years of experience towards training programme varies significantly. As the employees are having different years of experience, they require specific kinds of skill to be more productive. Hence, if the training programmes are found to be well accepted by the employees, there should not be any significant difference in their attitude towards the training programmes conducted at RSP. Given the above argument, a null hypothesis was formed such as 'designing of training programme does not depend on experience of the employees', the validity of which has been tested through t-test by comparing the mean attitude scores of employees divided into two groups, one with length of experience between 1-20 years and the other with experience above 21 years. The result of has been presented in Table1.

**TABLE 1: T-TEST SHOWING THE EFFECT OF EXPERIENCE IN RELATION TO TRAINING PROGRAMME**

Experience	N	$\bar{x}$	SD	t	df	Level of significance
1-20 years	123	192.4	23.19	0.0626 (calculated) 1.6526(tabulated)	198	Not Significant
21years and above	77	192.6	21.18			

The results displayed in Table1 indicate that the employees of RSP irrespective of their length of experience are satisfied with the training programmes , although employees with experience of 21 years and above are slightly more satisfied compared to the employees with experience in RSP of less than 21 years. This difference is confirmed by the calculated  $t$  value of 0.0626 which is not significant at 0.05 level as the table value is higher at 1.6526 (df=198). Hence the null hypothesis is accepted. Designing of training programmes thus depends on the length of experience of the employees. Training programmes need to be designed differently to cater to the needs of different employees based on the length of their experience. Designing of training programmes may get influenced by the length of experience.

## FINDINGS

Considering the above mentioned objectives, following results have been observed:

### I) COMPARISON OF TRAINING PROGRAMME IN PRACTICE

Organizations i.e., RSP, SAIL, Tata Steel and JINDAL are normally used number of methods such as :1) on-the-job training including job rotation, coaching and job instruction training; and 2) off-the-job training including lectures, audio/visual, case study and discussion etc. in all training programmes. All the methods have their own importance place in the organization usefulness as per the basis of various categories of employees. The training methods in Rourkela Steel Plant (RSP), offer something for everyone from pre-employment preparation for the first job to pre-retirement courses for those who are due to retire soon. The range of training methods in RSP is such that it can provide opportunities to the unskilled to become skilled and to the employees to be promoted to various levels. RSP identify, nurtures and develops human potential to meet positive work culture, leadership, team building and competency mapping. During the past few years, SAIL has witnessed a steady rise in production, productivity and profitability. Now, this is a time for adopting a responsive and proactive approach and a time that calls for to maximize contribution and commitment to the organizational priorities. Tata Steel recognizes the importance of continuous enhancement of knowledge, skills and capabilities of its employees and has invested greatly in education, training (both on and off the job) and development.

JINDAL has a technologically proficient and business oriented human resource to successfully address the challenges and growth opportunities. The basic objective of imparting training to the employees in JINDAL is 'improving performance of the company through people'. In JINDAL, training is a method of imparting and developing specific skills for a particular purpose. JINDAL considers training as the future of an individual.

A summary of the above described comparison of training programmes at RSP, SAIL, Tata Steel, and JINDAL may be given as in Table 2.

**TABLE 2: TRAINING PROGRAMMES AT RSP, SAIL, TATA STEEL, AND JINDAL: COMPARISON**

Parameters	RSP	SAIL	Tata Steel	JINDAL
Training methods	Y	Y	Y	Y
Training facilities	Y	Y	Y	Y
Planning and organizing the program	Y	Y	Y	Y
Focus on specialization	Y	Y	Y	Somewhat
Own training centre	Y	Y	Y	Y
Coverage area(Updating technology)	Y	Y	Y	Somewhat

### II) VIEWS OF MANAGEMENT RESPONDENTS TOWARDS TRAINING PROGRAMMES

On the basis of training need assessment, the process of designing a training program is

begins. A well designed training programme will create better opportunities for learning. Training programme provides comfortable environment that helps to increase the satisfaction of the employees. Training programme is the process of imparting specific skills and create learning opportunities which are designed to help the employees to grow. HRD of RSP has served the needs of organizations to provide employees with up-to-date expertise. As evident from the findings the training programmes at RSP are very effective an incorporate some innovative elements. The training practices are done according to the needs of the employees observed by their immediate supervisors. All the training programmes like technical training, multi-skill training, knowledge and skill transfer training, unit training and critical training are done according to the needs of the employees. Training is considered an activity where an expert and a learner work together effectively to cope with the change and to have a competitive edge over other organizations like RSP, SAIL, Tata Steel and JINDAL such as: to improve the performance and job satisfaction of employees and to assist in the attainment of objectives necessary for the better operation. The aim of training programme is enabling the participants to perform their role effectively in work area.

## SUGGESTION

Training programme is the system of improvement process to make the organization to solve the problems and to move towards greater organizational maturity. Training programme and practices has been accepted by the employees who also have got transformed into enhanced performance. All organization therefore needs to continue with the current practices, besides coping up with the changing needs.

## CONCLUSION

Training is considered an activity where an expert and a learner work together effectively to cope with the change and to have a competitive edge over other organizations like RSP, SAIL, Tata Steel and JINDAL to improve the performance and job satisfaction of employees and to assist in the attainment of objectives necessary for the better operation. With increasing competition, all types of organizations are experiencing pressure to make fundamental changes in the way they operate. And for this training programme is the concept for integrating various resources to train the individual skills needed to perform the job effectively .For all organizations, training programme is important to avoid the wastage of resources and for improving productivity and makes employees to know about the work culture. In this context, RSP is in line with other organizations namely Tata Steel and Jindal engaged in a process of developing workforce that continuously strives for excellence in all spheres of knowledge, skill, and attitudes that leads towards achievement of objectives.

## LIMITATION

The scale of this study may not have universal applicability since the study is confined to a definite period and to a definite section of steel industry in India.

## SCOPE FOR FURTHER RESEARCH

The present study is designed to assess the training programme practices of employees of RSP, a constituent unit of the SAIL. The findings of the study may not have universal applicability such as to other constituent units of SAIL or to other steel manufacturing companies in the public or private sector because of the diversity in their volume of operation, technological advantage, size and structure of manpower etc. The scope of the study being confined to steel manufacturing unit only, its findings may not hold good to other manufacturing industries and/or service industries but may also be useful to similar other organizations who will also be benefited in shaping their training programmes for improving the organizational performance and productivity.

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