



ISSN: 0976-3031

Available Online at <http://www.recentscientific.com>

CODEN: IJRSFP (USA)

International Journal of Recent Scientific Research
Vol. 10, Issue, 03(D), pp. 31417-31421, March, 2019

**International Journal of
Recent Scientific
Research**

DOI: 10.24327/IJRSR

Research Article

IMPACT OF TRAINING PRACTICES IN ORGANIZATIONAL DEVELOPMENT IN THE INDIAN STEEL INDUSTRY

Smruti Ranjan Rath and Itishree Mohanty

Deputy Registrar (Academic & Examination) NIPER, Hajipur
Associate professor, KMIPSC, Rourkela

DOI: <http://dx.doi.org/10.24327/ijrsr.2019.1003.3255>

ARTICLE INFO

Article History:

Received 13th December, 2018

Received in revised form 11th

January, 2019

Accepted 8th February, 2019

Published online 28th March, 2019

Key Words:

development, employee, organization, programme, training, etc.

ABSTRACT

Training programmes are important component in the process of developing a committed and flexible high-potential workforce and socializing new 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. Good training programmes can help employees to represent the best interests when difficult situation occurs and ongoing training programmes can reduce employees' turnover and promote loyalty. In relate to this, training programmes are used to ensure that the new employees acquire the basic knowledge to perform the given job satisfactorily. In addition, these programmes can save employers' money, provide big returns to an organization because the organization that invests money to train its employees enjoys dividends. Rourkela Steel Plant (RSP) has been reaping the fruit of innovative training practices from the employees by improved production, decreased accidental loss, increased market coverage, increased employee retention, growth in employee job satisfaction. This paper endeavors to outline the importance of training programmes along with deals with the training practices that are being conducted in RSP.

Copyright © Smruti Ranjan Rath and Itishree Mohanty, 2019, this is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

In this ever dynamic challenging unpredictable business market environment, each and every company be it private or public section undertaking has to have efficient and skilled workforce to meet the uncertainties of the market. So far this, training has increased in importance in today's environment where jobs are complex and change rapidly. Now companies are formulating different types of training practices which are different from the traditional methods of providing training to the employees. Training is needed to serve the following purposes:

- Increases knowledge and skills for doing a particular job.
- It bridges the gap between job needs and employee skills, knowledge and behaviors.
- Make employees versatile as well as dynamic to face every challenging circumstance that arises in the workplace.
- Employees can be made aware of the organizational goals and objectives that make it enable to achieve its aim with much ease.

RSP in order to maintain its position in the world steel market, it has to continue its practices to make the employees efficient, skilled and trained with unique activities and equip its employees in the areas like technical skills, and social skill to improve their knowledge skill as well as their behavior towards work commitment.

The Training programmes deal with the design and delivery of learning to improve performance within the organization. After hiring the employees, the next step is determining their training and development needs. As some new employees are not experienced to their work, they need special training to perform effectively and efficiently. Different organizations conduct different types of training programmes according to their available resources and requirements. Organizational problems, major or minor, can be solved by various training programmes as training programmes play an important role to manage the change in the organizational structure. 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

*Corresponding author: **Smruti Ranjan Rath**

Deputy Registrar (Academic & Examination) NIPER, Hajipur Associate professor, KMIPSC, Rourkela

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.

Literature Review

Some of the studies on the topic concerned are reviewed hereunder

R.A. Noe (1986) in a research titled 'Trainees Attributes and Attitudes: Neglected Influence On Training Effectiveness' has proposed that rewards resulting from successful completion of training influences individual's motivation to attend training and to learn from it. According to him, success of training programmes depends on their perceived effects on career goals. So employees can also be motivated if they can be involved in the training activities. Training need analysis is one of the ways to involve people so that they can put more efforts to learn and then transfer the learning into action.

Garrett J. Endres and Brian H. Kleiner (1990) in their research study 'How to Measure Management Training and Development Effectiveness' have observed that successfully measuring effectiveness in management training and development can be a difficult task. So they designed a valid measurement programme that includes evaluation in key areas such as emotional reaction and knowledge gained after training interventions.

In the work 'Managing the Training Process: Putting the Basics into Practice', Mike Wills (1994) has pointed out that companies are successful when they take training of their people very seriously. He suggested that training is an essential contribution to the business as it does not provide the complete solution for the development of a company's employees unless people have the skills, knowledge and theoretical framework that enable them to take right decisions.

Fredric D. Frank and Cabot L. Jaffee (1995) in their research work 'Training and Development are not enough: Testing must also meet the challenges of the twenty-first century' have found that training and development help organisations to address the critical issues of empowerment, quality, and teamwork in the organization.

David J. Storey and Paul Westhead (2007) in their research work 'Management training in small firms—a case of market failure' have pointed out that the management training is lower in small than in large firms.

Need of the Study

The present study is designed to assess the organization development through effectiveness of training practices being conducted at RSP, a constituent unit of the Steel Authority of India Limited (SAIL). 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 in India and abroad.

Training Practices in Organizational Development in the Indian Steel Industry

For the development of any organisation, an organization needs proper planning, strategic conceptualization and skilled personnel to execute such plan. In relate to this, training is the part of the organisation that can lead to devastating results causing peril the entire entity. A coin has two facets for improving production not only machine but also human power is also important. Though RSP is undergoing the process of modernization and expansion incorporating vivid technological innovation into its operations so it cannot ignore the human side of the plant. For this, training practices should be designed in such a way to satisfy both the types of needs i.e. technical and non-technical jobs. RSP, the leading steel manufacturer in the country has adopted such practices that resulted into the development of innovative organizational culture in the plant. RSP has also encouraged their employees to make themselves acquainted with the various organizational practices that creates a transparent and clear corporate governance. For implementing effectively various training practices, RSP has developed Human Resource Development Centre (HRDC).

HRD Activities

Annual Training plan is prepared based on the training need received from the different departments that indicates the training programme to be conducted in each thrust area and number of employees to be trained. In HRDC, the training is imparted in the following broad areas:

Induction Training

All new requites are trained in the HRDC before posting to their departments. Specific training scheme has been prepared for each of the categories of trainees and training is imparted based on the same. All new entrants of RSP are trained in the HRDC before being posted to their departments. Specific training scheme has been prepared for each of the categories of trainees and training is imparted based on the same. For executives joining as Management Trainees and Jr. Manager (Finance), induction programme is held at the plant or the Management Training Institute, Ranchi followed by plant training and for non-executives category, i.e., the Senior Technician cum Operative Trainees, Technicians cum Operative Trainees, Semi Skilled Worker Trainees and Trade Apprentices, that separate training modules are designed consisting of training in HRDC as well as on-the-job training in the department.

Competence Enhancement

Competence enhancement is mainly covers the following areas such as

- Technical skill development training
- Redeployment training
- Multi skill training
- Managerial training

So, we can say competence enhancement is aimed at developing, sustaining and improving the competence level of the employees to meet various challenges up coming in the work place.

Specific Areas

Besides production, there are other areas which should be taken into consideration like safety, health, environment control, cost control, cost reduction, quality control tools, problem solving workshops etc. that are taken into consideration by Human Resource Development Centre of RSP.

Foreign and External training

Both foreign and external program for which employees are sponsored also covered.

Other Areas

Various seminars, workshops, training program conducted for employees also.

Training Strategy Mainly Covers

- Identifying the thrust areas of training as per organizational needs to reach corporate goals.
- Pursuing each thrust area department wise and designing training programs based on the above needs.
- The identification of number of employees to be trained in each program.
- Covering all employees, irrespective of level of specialization.

RSP is engaged in a better way in the process of developing a workforce, which continuously strives for excellence in all spheres of competence-knowledge, skills and attitudes leading towards the achievement of goals. RSP identify nurtures and develops human potential to meet positive work culture, leadership, team building and competency mapping.

RSP conducts safety training, work observation, technical training, advanced maintenance systems, automation, fire fighting and rescue operation training, induction training and reviews of process and posting training. Besides that, RSP also conducts departmental familiarization training, departmental essential equipment training, basic management programme, basic computer programme training, on-the-job training with shared responsibility, departmental maintenance practical training, special class room training, enhancing supervisory skill, etc

Objectives of the Study

The Study has Been Carried out with the Following Objectives

- i. To explore the impact of training practices are being conducted in major steel industry namely, RSP.
- ii. To measure the effectiveness of employee training programme, test the attitude of employee towards different dimension of training programme.

METHODOLOGY

Data Source and Method of Collection

In this present study, a self developed ‘Attitude Scale’ in the form of both negative and positive statements used as the tool for primary data collection. And from records, circulars, leaflets, magazines and journal of Rourkela Steel Plant, Secondary data were collected.

Sample size and Sampling

A total of 200 respondents from the sample unit i.e. Rourkela Steel Plant (RSP) of the Steel Authority of India Limited (SAIL) from different grade along with different department have been included in the study.

Tools and Techniques Used

The important statistical tools and techniques used in the study are calculation of percentage, Chi-square (χ^2) etc.

RESULTS AND DISCUSSION

The present study attempts to find out the attitude of the employees with varied years of experience, age and gender towards training programme that has been varies significantly. As the employees are having different years of experience and age, they require specific kinds of skill to be more productive. However, 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 being conducted at RSP.

Self developed scale was exploited to measure the training outcomes of such practices. In this study, the scale consisting of 20 statements were distributed among the respondents and collected back upon filled up by the respondents. An attitude scale with 20 statements describing the attitude of employees towards training practices.

Table 1 Demographic representation of the respondents

Demographic factors	No.	Percentage (%)	Total	
Gender	Male	140	70	200
	Female	60	30	200
	25-35 years	30	15	200
Age	36-45 years	60	30	200
	45-55 years	70	35	200
	>55 years	40	20	200
Experience	0-5 years	30	15	200
	5-10 years	120	60	200
	>15 years	50	25	200

The above table reveals that men take up the training profession more as compared to women 60% of them are experienced in the training field for a period of 5 yrs to 10 yrs. Most of them are aged between 45-55. This clearly indicates that there is a greater scope in the field of training.

Moreover, to measure the effectiveness of employee training programme that helps in organizational development, chi-square test was used to calculate overall attitude of employees of RSP towards different dimension of training programme. The findings with respect to the 20 statements through which the employees have given their perception to the training practices of RSP may be given as in Table-2 below:

Table 2 Findings with respect to the response of respondents towards training practices

Sl. no.	Statement	Chi-square (χ^2) value (Validity of the proposition tested through χ^2)	Inference
01.	Traditional training practices are no longer effective as the competitors in the world have adopted several improvisations in their approach.	56.34	Training programme is a powerful instrument for organizational development.

02.	Training is the most crucial element in the organizational context for the very survival and sustainable development of the organizations.	85.87	Training policy in the organization facilitates development.	18.	Training programme offers opportunities for growth and advancement of employees' career.	79.22	cost control. The newly learned and developed skills are assessed by the superior after the training programme.
03.	Training is necessary to prepare existing employees for higher- level jobs (promotion).	23.92	Training programme improves interpersonal relation to deal with colleagues, superiors and subordinates.	19.	Training programme encourages teamwork.	47.02	Training programmes help in improving group cohesiveness.
04.	Training enables employees to do his present job move efficiently and prepare himself for a higher level job.	47.2	Training programme prepares employees to play their role effectively.	20.	Training programme creates trust and understanding among employees.	81.07	Training programmes enable employees to be supportive and build on the ideas of others.
05.	Training has increased in importance in today's environment where job are complex and change rapidly.	79.22	Training programme acts as motivational tools for employee development.	<p>Today organizations want to earn a reasonable return on the amount invested on training and this greatly depends upon the trainer's ability to understand that requirements of the trainees and the organization as well. So for this, the present study gives a new direction of thinking about the importance of the training outcomes.</p> <p>Recommendations</p> <ul style="list-style-type: none"> ➤ After the training programs, incentives are given to the employees that create a negative ideation about the training programs conducted by the organizations. ➤ For the growth and prosperity of an organization would be to create an 'Innovation Eco-System' that will facilitate the birth of new ideas and also provide platform for successful and efficient exploitation of these ideas for the betterment of the organization. ➤ Feedback helps in the making the employees feel that their opinion bears significance and they feel proud being a part of the large organizations. So, it would be better if proper feedback system implemented in the whole organizations. ➤ In order to make it more effective, the management should prioritize the training needs of the employees and should conduct training programs at regular and definite time periods in order to make it consistent. ➤ For the impact of technology in the organizational content, RSP can take the advantage of technological advancement in its various communication practices that can create a link between the employees of RSP and other competitive plants in India and abroad to make them familiar with the various communication practices, strategies and technology adopted. It will also help employees to know the work culture of various firms operating in the same field. <p>CONCLUSION</p> <p>Being a major player in the steel market, the RSP has attained a status of a flourishing company only because of the communication skills, knowledge, and motivation of its employees. As we know that the human resource development is primarily based on the training and development, than it is matter of great satisfaction that RSP has implemented effective training and development practices which are helping the organization to realize its objectives and targets. The training practices are done according to the needs of the employees observed by their immediate supervisions. As per the needs of</p>			
06.	Training as an essential part of increasing productivity as well as market share.	83.72	Training programme promotes the leadership qualities and the sense of responsibility.				
07.	Training programs enables employee to improve their knowledge, skills as well as their behavior towards work commitment.	73.94	Training programme helps in improving their skills and knowledge.				
08.	Training is needed to bridge the gap between what the employees have and what the job demands.	98.29	Training programme helps acquisition of new knowledge at the workplace.				
09.	Training is needed to make employees move productive and useful is the long-run.	95.25	Training programme as a source of improving quality in job assignment				
10.	Training programme enables employees to generate creative solutions.	94.37	Training programme encourages positive thinking and positive action.				
11.	On-the-job training is most effective way for improving skills and knowledge.	81.82	On-the-job training helps to use leisure time for development				
12.	On-the-job training through unit training has greater effectiveness than class room training.	48.82	The subject matter of training programme as relevant.				
13.	Satisfied with the faculty of the training programme attended.	35.52	Training programme tends to make an individual satisfied.				
14.	Training modules should be a mixture of on-the-job training along with class room training to be more effective.	66.64	Knowledge gained in training programme is relevant and useful to the job.				
15.	Use of audio-visual aids in training and development programme makes it more effective.	78.84	Appropriate teaching aids are useful in training programmes.				
16.	Training programme enables employees to be challenging.	25.02	Training programme enables employees to present their ideas clearly and concisely.				
17.	Training programme helps minimize production cost.	61.12	Training programme acts as a catalyst for				

the employees, all the training programs like technical training, multi- skill training, unit training, knowledge and skill transfer training, critical skill training are done. All the training programs are conceived to accomplish the requisite targets. Training being a major participant in the organizational targets achievement, the plant has understood the concept very well and has done considerable work for effective implementation as well as execution of the training programs. RSP has been trying to adopt much more innovation in training practices in the entire sphere of organization so that it can excel in all dimension of business and compete in the world market.

References

1. Endres Garrett, J., and Kleiner Brian, H., 'How to Measure Management Training and Development Effectiveness', *Journal of European Industrial Training*, 1990, 14(9).
2. Frank Fredric, D., and Jaffee Cabot, L., 'Training and Development are not enough: Testing must also meet the challenges of the twenty-first century', *Journal of Management Development*, 1995, 14(6):51-55.
3. <http://www.Sail.co.in/pdf/MTIM.pdf>.
4. Noe R.A., 'Trainees Attributes and Attitudes : Neglected Influence On Training Effectiveness', *Academy of Management Review*, 1986,11(4):736-749.
5. Storey David, J., and Westhead Paul, 'Management training in small firms – a case of market failure?', *Human Resource Management Journal*,2007,7(2):61-71.
6. Wills Mike, 'Managing the Training Process: Putting the Basics into Practice', *Journal of European Industrial Training*, 1994, 18(6):04-28.

How to cite this article:

Smruti Ranjan Rath and Itishree Mohanty., 2019, Impact of Training Practices in Organizational Development in the Indian steel Industry. *Int J Recent Sci Res.* 10(03), pp. 31417-31421. DOI: <http://dx.doi.org/10.24327/ijrsr.2019.1003.3255>
