

A Study of Training and Development practices of Rourkela Steel Plant

Kunal Kumar

Research Scholar, PG Department of Commerce, Munger University, Munger, Bihar

ABSTRACT

Human capital serves as a vital asset for any organization functioning within a highly competitive setting. The Training and Development function allows human capital to utilize their skills effectively. A comprehensive training programme serves as a means to improve employees' abilities and help them perform more effectively in their roles. Training and development are essential for both employees and the organization. Human capital is what truly sets apart a good company from an exceptional one. For a long time, organizations have recognized that their most important asset is their workforce, and many are committed to making significant investments in employee training and growth. A successful training program is one that tackles training requirements and provides instruction in line with its intended goals. Research within the Training and Development area has yielded numerous findings in the last three decade.

Employee training serves as a crucial element within human resource management. Training consists of improving an employee's knowledge and skills to carry out a particular job efficiently. Training is a short educational process that follows a structured and systematic approach to enable employees to gain the technical knowledge and skills needed to achieve a particular objective. This paper aims to examine the significance of training and development efforts at Rourkela Steel Plant, as well as to evaluate the methods and assessments employed in training programs.

In other words, training enhances, modifies and shapes an employee's knowledge, skills, behavior, abilities, and attitude in line with the demands of the job and the organization. Employee training differs from management development or executive development. The former involves training employees in operational, technical, and related fields, while the latter focuses on developing employees in areas such as management principles, administrative techniques, organizational practices, and related subjects.

Keyword: Human Capital, Training and Development, Knowledge, Behavior, Attitude.

Introduction

The world is undergoing a technological and information revolution that is causing changes in the nature of business. To address these differences and stay ahead of the competition in an ever-changing business environment, human capital serves as a key asset for organizations. Modern management ideas indicate that human resources can provide organizations with a competitive edge. This competitive advantage can only be sustained if human capital is well-informed and skilled. The Training and Development function ensures that employees gain the essential knowledge and skills they need. Therefore, the Training and Development function is regarded as a crucial aspect in any organization. In India, greater emphasis is placed on conducting training programs to improve the human resources of companies.

Normally, the organization cannot find a person who perfectly matches both the job and the organization's requirements, so training is essential to develop employees and prepare them for the role. The process of training new employees to acquire the fundamental skills required for their roles. Therefore, the organization must offer

opportunities for employees' ongoing growth, both in their current roles and to enhance their skills for potential future positions they may be considered for later.

Training involves teaching and learning activities primarily aimed at helping organization members gain and apply the knowledge and skills necessary for an employee to perform a specific task more effectively. While it is true that learning through on-the-job experience can be valuable, most organizations find that it is beneficial to include planned, systematic training programs of different kinds as a regular component of a comprehensive personnel development strategy.

Training programs are created to achieve particular goals, such as. Skill, knowledge, aptitude, and overall personal development. The outcome of any training program, whether it is successful or not, relies on how effective it is and how well it meets its training goals. Good training should support the growth and improvement of employees' skills and drive. For a training program to be effective, it must be well planned, evaluated, monitored, and properly implemented.

According to Storey and Westhead (1995), "Training is an organized activity for increasing the knowledge and skills of people for the definite purpose. It involves systematic procedure for transferring technical know-how to the employees so as to increase their knowledge and skills for specific jobs"¹.

According to Smith (1996), "Training is a planned process to modify attitude knowledge or skill behavior through learning experience to achieve effective performance in an activity or a range of activities"².

According to Armstrong (2001), "Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Development is improving individual performance in their present roles and preparing them for greater responsibilities in the future"³.

Importance of Training:

1. Training serves as the primary approach for developing human resources.
2. Training is essential for employee development and ensuring they are well-suited for their role.
3. Job and organizational requirements are not static; they change over time as a result of technological progress and evolving understanding of Total Quality and Productivity Management.
4. The efficiency, productivity, advancement, and growth of an organization largely rely on the training of its employees.
5. Organizational goals such as sustainability, stability, and expansion can also be attained by training and developing employees.
6. Training is essential because it makes up a major part of management control.

Need of the Study:

The success of an organization is largely determined by the skill level of its workforce. In this globalized business environment, where change is the only constant for organizations, there is a need to focus on improving employees' skills. This is possible only when the organization has demonstrated effective training development programs.

Training and development are viewed as a crucial aspect of human resource management, as it helps an organization to achieve a competitive edge over its rivals. Research has clearly shown that achieving business success through high performance standards relies on having a well-trained and skilled workforce. Recent studies also suggest a cause-and-effect relationship between high-commitment practices (such as training and development) and improvements in an organization's performance and competitive edge.

Scope of the Study

1. This research aims to examine the training and development processes for employees at the executive, supervisory, and worker levels.
2. The goal is to examine present trends in the Training & Development process and how they affect the implementation of a suitable system that meets the organization's needs.
3. The research is limited to the views of the trainees and staff center participants.

Objectives of the Study:

1. To examine the training and development initiatives at Rourkela Steel Plant.
2. To investigate the training approaches used by this organization.
3. To gain insight into how employees view the training and development initiatives at Rourkela Steel Plant.
4. To assess employee performance both prior to and following the training program.
5. To assess the training and development program systems and practices at Rourkela Steel Plant.
6. To investigate how training and development impact an individual's performance and productivity.
7. To propose certain steps aimed at enhancing the efficiency of the methods and approaches used in training programs.

Review of Literature

- **Lerner (2018)** "training becomes a joint action between an expert and an employee leading to the efficient transfer of information, know-how, skills, and attitudes, consequently allowing an efficient output from the employee on the job. Training activities are focused on and evaluated against an individual's recent work. Development is setting up and making employees ready for potential vacancies and issues. Moreover, when organization communicates with employees about their skills gap, they decide whom to train, which areas they need training, and when to do it"⁴.
- **Javaid et al., (2014)**, "in their study concluded that the training minimizes the difference between current performance of employees and the performance desired. Human resource management's vital function is training and development and the employees who take part in these programs are highly functional and their performance has improved as compared to those who show no or less interest in training and development programs"⁵.
- **Grip (2010)** "found that training of agents had significant effects on the productivity of workers in the organization and the opinion that labour productivity growth appears to be enhanced by the joint introduction of training and innovation"⁶.

Research Methodology

This study is undertaken in Rourkela Steel Plant. It is concerned with decision regarding the type of training is required to make the workforce up to date.

- **Data Collection:** - We have collected primary data from responds through a structured questionnaire.
- **Sample:** We have collected primary data from 60 respondents working in different job positions in the Rourkela Steel Plant. Stratified random sampling method is used to randomly select the respondents from different departments.
- **Sample Profile:** - The profile of sample respondents is given in the below table.

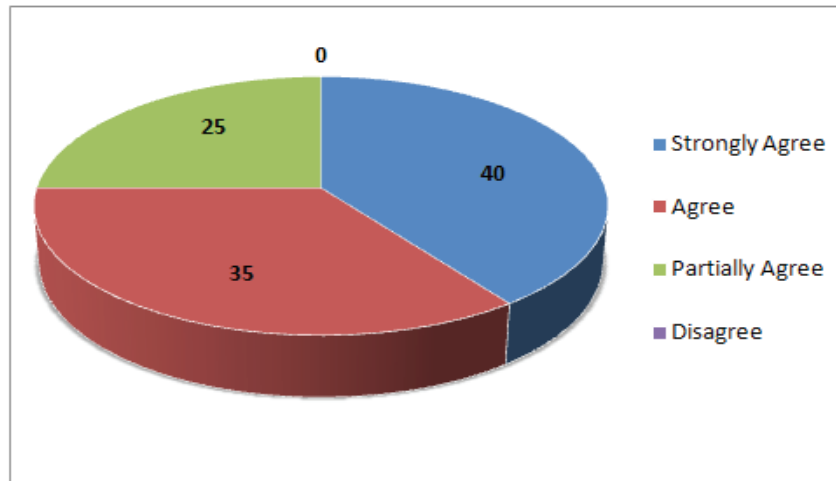
Category	No. of Employee	Percent
Executives	12	20%
Supervisors	18	30%
Workmen	30	50%
Total	60	100%

Result and Discussion

Rourkela Steel Plant is among the largest entities providing steel products. It meets the needs of its employees and is considered one of the top employers to work for. RSP has a better understanding of its employees' needs, values them highly, and views them as valuable assets.

Q. 1: Does the skill you acquired through training prove useful in your job?

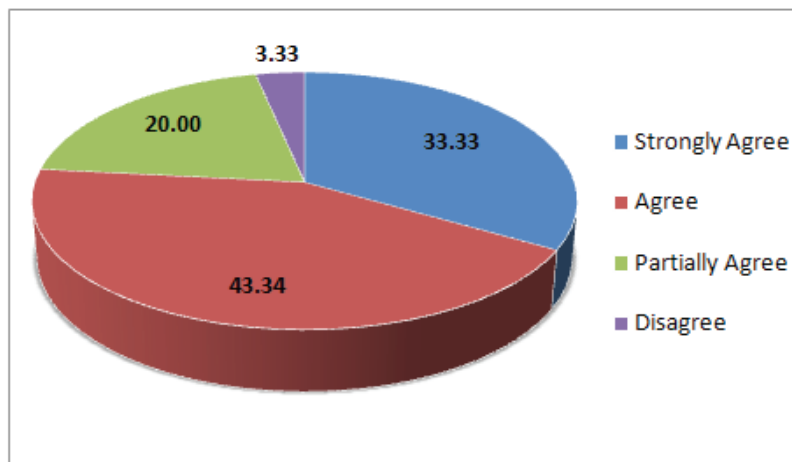
Options	No. of Respondents	Percent (%)
Strongly Agree	24	40
Agree	21	35
Partial Agree	15	25
Disagree	0	0
Total	60	100



Inference: Almost 75% of the respondents are agreed that the training is useful to their job. Around 25% of the respondents are partially agreed in this regard.

Q. 2: Does the training provided in your organization meet specific needs?

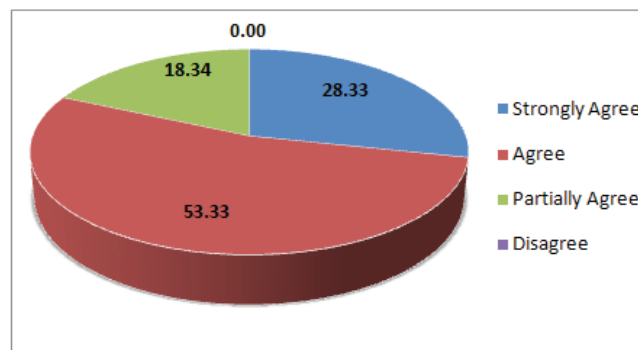
Options	No. of Respondents	Percent (%)
Strongly Agree	20	33.33
Agree	26	43.34
Partial Agree	12	20.00
Disagree	2	3.33
Total	60	100



Inference: It is evident from the above data that more than 76% respondents are agreed that training is need based. Around 20% respondents are partially agreed and only 3.33% of the respondents are disagreed with this view.

Q. 3: Do the trainers receive feedback following the training period?

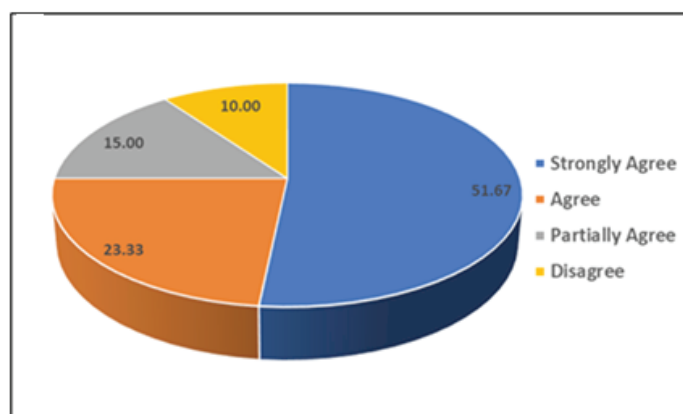
Options	No. of Respondents	Percent (%)
Strongly Agree	17	28.33
Agree	32	53.33
Partially Agree	11	18.34
Disagree	0	0
Total	60	100



Inference: More than 81% respondents are agreed that trainers are receive feedback after training. Not even a single respondent is disagreed with this view.

Q. 4: Is the training programme well-structured exercise with adequate duration?

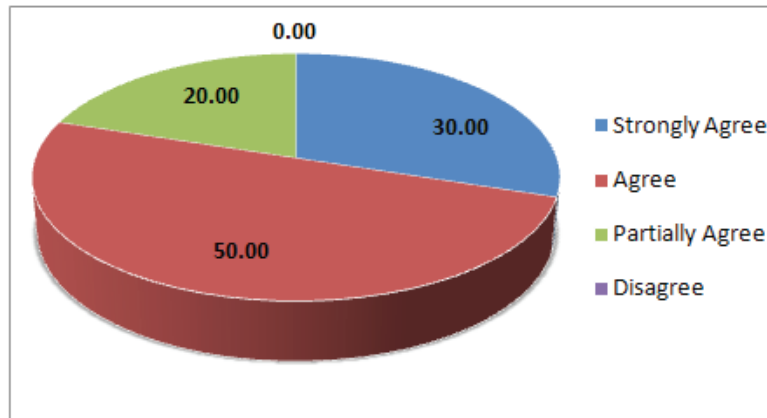
Options	No. of Respondents	Percent (%)
Strongly Agree	31	51.67
Agree	14	23.33
Partially Agree	9	15.00
Disagree	6	10.00
Total	60	100



Inference: Around 75% respondents are agreed that training programme is well-structured exercise with adequate duration. Around 15% respondents are partially agreed with this view and only 10% respondent is disagreed with this view.

Q. 5: Training sessions can help to reduce the gap between management and employees.

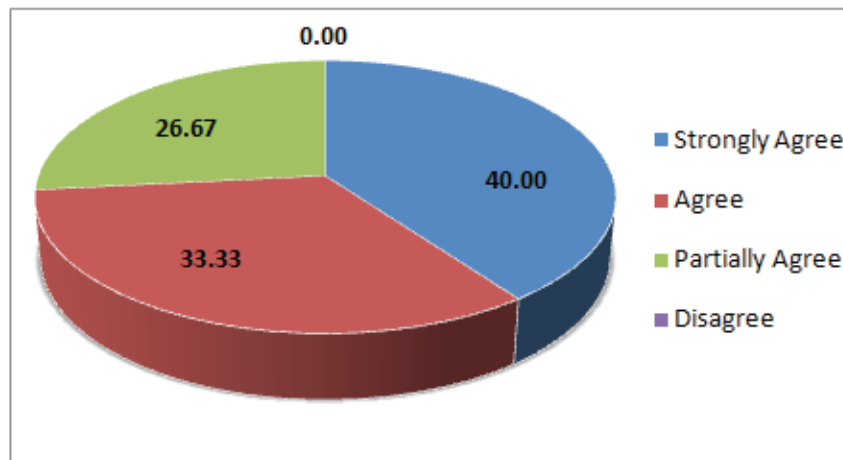
Options	No. of Respondents	Percent (%)
Strongly Agree	18	30.00
Agree	30	50.00
Partially Agree	12	20.00
Disagree	0	0.00
Total	60	100



Inference: From the above data, it is evident that around 80% respondents are agreed that trainings are helpful in reducing the gap between the management and employee.

Q. 6: Is training helpful in improving decision-making skills?

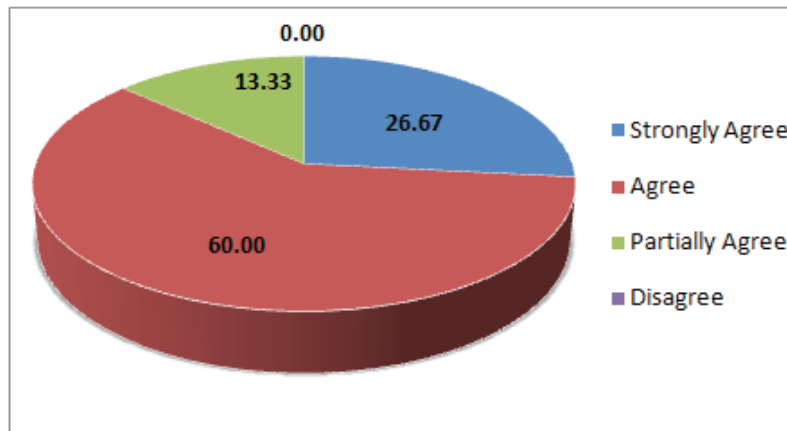
Options	No. of Respondents	Percent (%)
Strongly Agree	24	40.00
Agree	20	33.33
Partially Agree	16	26.67
Disagree	0	0.00
Total	60	100



Inference: More than 73% respondents are agreed that training is helpful to improve decision making skill and capability. Rest respondents are partially agreed with this view.

Q. 7: Is everyone in the organization aware of the training programs that are being conducted?

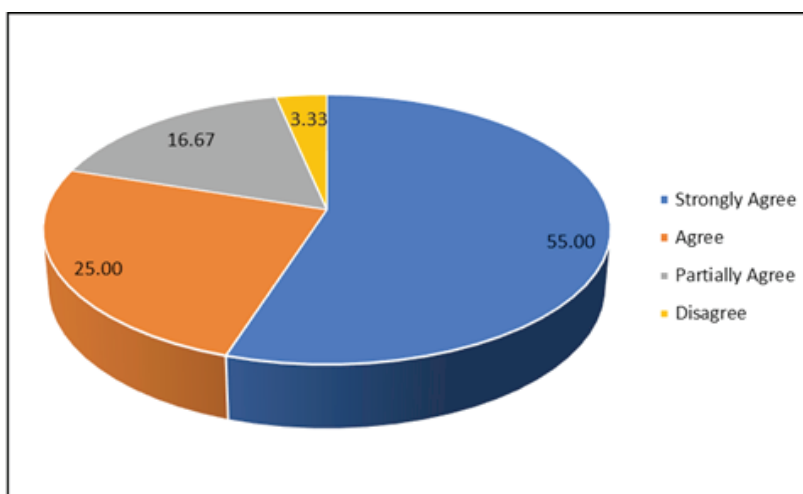
Options	No. of Respondents	Percent (%)
Strongly Agree	16	26.67
Agree	36	60.00
Partially Agree	8	13.33
Disagree	0	0.00
Total	60	100



Inference: It is depicted from the above data that more than 87% respondents are agreed that everyone in the organization is aware about the training programme being conducted.

Q. 8: Does training influence participants' attitudes toward their jobs?

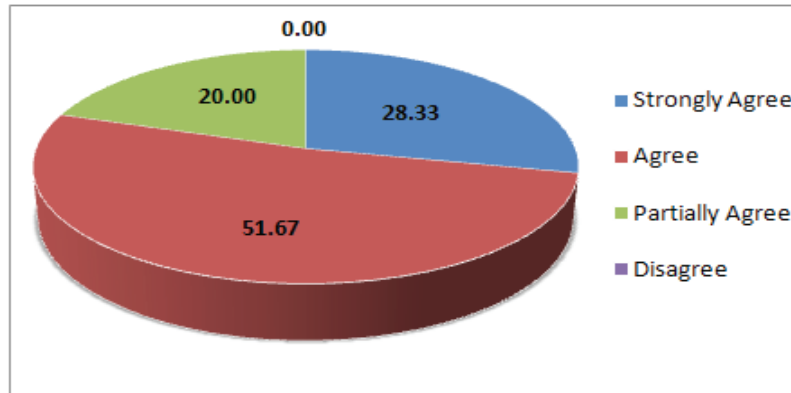
Options	No. of Respondents	Percent (%)
Strongly Agree	33	55.00
Agree	15	25.00
Partially Agree	10	16.67
Disagree	2	3.33
Total	60	100



Inference: Around 80% respondents are agreed that training helps in influencing their attitude towards the job. However, around 17% respondents are partially agreed with this view and only around 3% respondents are disagreed.

Q. 9: Employees are encouraged to enhance their technical knowledge and skills through training.

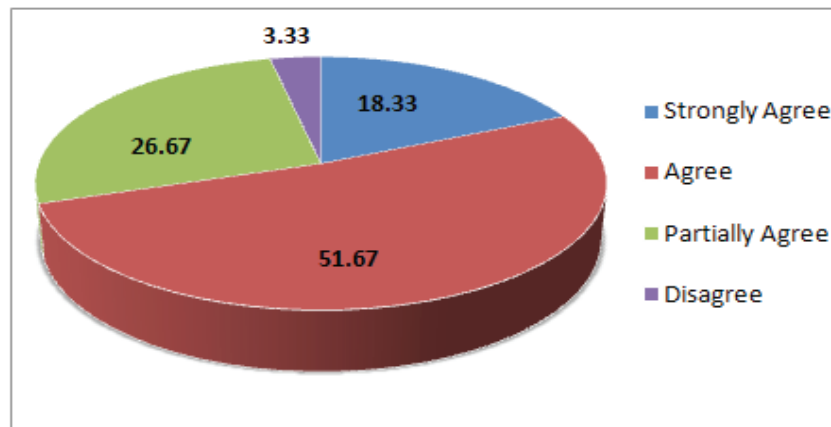
Options	No. of Respondents	Percent (%)
Strongly Agree	17	28.33
Agree	31	51.67
Partially Agree	12	20.00
Disagree	0	0.00
Total	60	100



Inference: Around 80% respondents are agreed that employees are encourage to enhance their technical knowledge and skill through the training. Around 20% respondents are partially agreed with this view and none of the respondent is disagreed.

Q. 10: The senior management is ready to dedicate a significant amount of time and other resources to support employee development.

Options	No. of Respondents	Percent (%)
Strongly Agree	11	18.33
Agree	31	51.67
Partially Agree	16	26.67
Disagree	2	3.33
Total	60	100



Inference: Around 70% respondents are agreed that senior management is ready to dedicate a significant amount of time and other resources to ensure the development of employees. However, around 27% respondents are partially agreed with this view and only 3% respondents are disagreed.

Findings

It is found from the study that for all the 10 questions, more than 70% respondents are agreed that the training and development programmes are effective and useful to their job. Some of the important findings are listed below:

1. It is found that 75% of the respondents are agreed that the skill acquired through training is use full to their job.
2. It is found that 76% of employees are agreed that training meets their needs.
3. It is found that 81% respondents are agreed that trainers receive feedback after training.
4. It is found that 75% respondents are agreed and 15% respondents are partially agreed that training programme is well-structured exercise with adequate duration.
5. It is found that 80% respondents are agreed that training sessions are helpful in reducing the gap between the management and employee.
6. It is found that 73% respondents are agreed that training is helpful in improving decision making skill.
7. It is found that 87% respondents are agreed that everyone in the organization is aware about the training programme being conducted.
8. It is found that 80% respondents are agreed that training influences their attitude towards their job.
9. It is found that 80% respondents are agreed that employees are encouraged to enhance their technical knowledge and skill through the training.
10. It is found that 70% respondents are agreed that senior management is ready to invest a significant amount of time and other resources to support the development of employees.

Suggestion

1. Training should focus more on on-the-job learning rather than classroom instruction.
2. Need of training should also address the individual requirements of employees, in addition to departmental needs.
3. Additional technical training is needed to enhance their technical abilities.
4. Training programs can also be carried out outside of the workplace.
5. The department head should highlight the significance of training programs.

Conclusion

Training and Development assists employees in enhancing their skills. Training has a direct effect on how well employees perform. Training helps organizations achieve their strategic objectives and gives them a competitive edge. In this context, organizations strive to train and develop their employees as much as possible to enhance their effectiveness.

It is not enough to simply carry out a training program. Organizations need to assess if their training and development programs are effective and achieving the intended outcomes. Accurate assessment forms the foundation of successful training. Training evaluation should be an ongoing process since trainees typically form temporary groups. They participate in training programs to gain particular skills and then go back to work to use those skills.

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