

# AN EMPIRICAL ANALYSIS OF IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES IN DURGAPUR STEEL PLANT

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## ABSTRACT

Iron and Steel Industry is one of the basic industries of the country and plays a crucial role in the development of the sustainable society. Durgapur Steel Plant is one of the integrated steel plants of SAIL and it plays an important role in the industrial development of India. It is in this context after reviewing the literature of the effect of training on employee performance in different sectors it was found that no significant studies are there to ascertain the effectiveness of training in steel sector. This paper carried out a detailed study to find out the impact of different variables on training and development of employees and how to overcome shortcomings in training so that employees can work in effective manner in Durgapur Steel Plant.

**Keywords:** Durgapur Steel plant(DSP), Training, Development.

The capital investments of humans in organization are the activities that contribute to the growth of human resource development. The method of training to employees is the only way through which the productivity of employees

can be increased and also organization goal can be fortified (Arthur et al., 2006; Tharenou, 2007). Learning and working ability of employee can be enhanced by giving training and organizing the educational activities in the organization. Training can ameliorate the skills, abilities and knowledge of the employees that will also increase the productivity of employees in organizational activities. It is one of the most vital elements in human resource management in organization since it mirrors associations' acknowledgment in the estimation of human resource speculation.

## SIGNIFICANCE OF TRAINING & DEVELOPMENT

For persuading and holding human resources of elevated quality in the organization then it is constructive to have training and development. (Kate Hutchings et. al. 2009). The advancement of arrangement of best practice was supported by management of human resources in early research (Pfeffer 1994), confidence reasons were taken by us in packaging of superior work rehearses or having a framework way to deal with management of human

resource as best in guaranteeing authoritative execution. Significantly, it has been noticed that preparation is a key component of the packs of works on emerging from investigation into framework of superior work.

The planning of training is in a way such that they meet the necessities of employees and conveyed to address the issues all things considered, and workers ought to see that they are being dealt with decently and fairly concerning the preparation they get.

### **DURGAPUR STEEL PLANT (DSP)**

Steel Authority of India Limited is the organisation that incorporates Durgapur steel Plant which is situated in Durgapur, in West Bengal the eastern state of Indian. In late 50s the Durgapur Plant was established with coordination with British. During 1996-97 over 27772 individuals were working in Durgapur Plant

### **DURGAPUR STEEL PLANT TRAINING METHODS**

1. Case Method
2. Exercise and project that is problem oriented
3. Games exercised management.
4. Lectures.
5. Films and Audio Visual.
6. Learning system opened by computer learning.

### **TRAINING STRATEGIES AND OBJECTIVES OF ORGANIZATION:**

The initial phase in the training procedure of any association is the evaluation of its objective, vision, mission and policies that accentuate on:

1. What commerce are they going to claim they are in?
  2. At what amount of value do the resources and goods want to be given?
  3. Where in the future will they want to be?
- It is simply in the wake of noting. The organisation must survey the features and limitations of its HR with these and similar responses

### **TRAINING METHODOLOGY**

Learning is an ongoing adjustment in conduct arising from practise or experience.

Education is the creation of all facets of life, not just specific fields of practise, of skills, beliefs and understandings.

Development involves the development and application by learning and schooling of a person's capability and ability.

Training is a coordinated and structured behaviour improvement that helps people to gain the information, experience and abilities required to efficiently perform their job by learning experiences, courses, and direction.

### **OBJECTIVE**

To find out the impact of different variables on training and development of employees and how to overcome shortcomings in training so that employees can work in effective manner in Durgapur Steel Plant.

### **T-test**

**One-Sample Statistics**

	<b>N</b>	<b>Mean</b>	<b>S. Deviation</b>	<b>Std. Error Mean</b>
<b>Selection for training</b>	380	1.0526	.22359	.01147
<b>Training Frequency</b>	380	1.7974	.72897	.03740
<b>Methods of facilitation</b>	380	1.4132	.87494	.04488
<b>Time frame adequateness</b>	380	1.5763	1.07844	.05532
<b>Quality</b>	380	1.5184	.94278	.04836
<b>Training opportunities</b>	380	1.6421	.79796	.04093
<b>Training needs identification</b>	380	2.1026	1.05144	.05394
<b>Training strategy</b>	380	2.6263	1.10997	.05694
<b>Training matchiness with job</b>	380	1.7921	.71282	.03657
<b>Training impact on job motivation</b>	380	3.5553	1.36082	.06981
<b>Training impact on job satisfaction</b>	380	2.2263	1.06582	.05468
<b>Training Course Structure</b>	380	2.4158	.95865	.04918
<b>Training impact on Performance level</b>	380	2.1763	.88551	.04543
<b>Readiness to perform Training</b>	380	2.3263	.99807	.05120
<b>Training environment</b>	380	1.8053	.95214	.04884
<b>Organization of training</b>	380	1.9289	.97065	.04979
<b>Training expert</b>	380	1.7816	.97849	.05020
<b>Number of participants</b>	380	2.1605	.70282	.03605
<b>Training course facilities</b>	380	1.8263	1.00203	.05140
<b>Opportunities to use skill learnt</b>	380	1.9184	1.11416	.05716
<b>Benefit from the acquired skills</b>	380	1.8842	1.14503	.05874

**Table: One Sample test**

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
<b>Selection for training</b>	91.773	379	.000	1.05263	1.0301	1.0752
<b>Training Frequency</b>	48.064	379	.000	1.79737	1.7238	1.8709
<b>Methods of facilitation</b>	31.485	379	.000	1.41316	1.3249	1.5014
<b>Time frame adequateness</b>	28.493	379	.000	1.57632	1.4675	1.6851
<b>Quality</b>	31.396	379	.000	1.51842	1.4233	1.6135
<b>Training opportunities</b>	40.115	379	.000	1.64211	1.5616	1.7226
<b>Training needs identification</b>	38.982	379	.000	2.10263	1.9966	2.2087
<b>Training strategy</b>	46.124	379	.000	2.62632	2.5144	2.7383
<b>Training matchiness with job</b>	49.009	379	.000	1.79211	1.7202	1.8640
<b>Training impact on job motivation</b>	50.929	379	.000	3.55526	3.4180	3.6925
<b>Training impact on job satisfaction</b>	40.719	379	.000	2.22632	2.1188	2.3338
<b>Training Course Structure</b>	49.124	379	.000	2.41579	2.3191	2.5125
<b>Training impact on Performance level</b>	47.909	379	.000	2.17632	2.0870	2.2656
<b>Readiness to perform Training</b>	45.436	379	.000	2.32632	2.2256	2.4270
<b>Training environment</b>	36.960	379	.000	1.80526	1.7092	1.9013
<b>Organization of training</b>	38.739	379	.000	1.92895	1.8310	2.0269
<b>Training expert</b>	35.493	379	.000	1.78158	1.6829	1.8803
<b>Number of participants</b>	59.925	379	.000	2.16053	2.0896	2.2314
<b>Training course facilities</b>	35.529	379	.000	1.82632	1.7252	1.9274
<b>Opportunities to use skill learnt</b>	33.565	379	.000	1.91842	1.8060	2.0308
<b>Benefit from the acquired skills</b>	32.078	379	.000	1.88421	1.7687	1.9997

These variables were not influencing with a mean between 0.5 and 1 but were somewhat influencing with a mean greater than 1 but less than 1.3. There was no value between 0.5 and 1.3 from the respondent description in the table above, so all the above variables influenced were neutral or to a fair extent. Intrinsic factors of Training Program impact on skills

## **INTRINSIC FACTORS OF TRAINING PROGRAM IMPACT ON SKILLS**

Training Program impact on skills is a mental factor designated as a pool of undesirable or positive moods that any individual retains towards his or her job. Inherent details of job fulfilment are those that are linked with the workers job and are inside the organization's control.

## **TRAINING IMPACT ON THE PERFORMANCE OF EMPLOYEES**

The table above describes respondents' opinions on the success impact of training on performance. The findings demonstrate explicitly that all the reasons sampled were connected to better performance training because it enhances their workplace experience, ability, capabilities and expertise. They finally help them deal with the dynamic workplace as technical innovation increasingly evolves, globalises and liberalises finances – both contributing to big changes. Most of the respondents also stated in this respect that training has a significant impact on the performance of workers. This result is very relevant because it is the subject of this research. This finding is consistent with other literary studies which show that training impacts positively on employee results by enhancing employee abilities, skills and skills, helping them to better know and perform their work (see Wright and Geroy, 2001; Swart, et al., 2005; Harrison 2000 and Nassazi, 2013).

## **TRAINING IMPACT ON EMPLOYEE'S MOTIVATION**

The table above provides the answers of the employees sampled to questions about the effects of training on employees' motivation. The

findings showed that training directly motivates staff; it claimed that training affected their morale favourably. Specifically, respondents argue that training at the Durgapur Steel Plant has an exceedingly high influence on their motivation and job alludes to the high impact and the modest influence of training on their motivation at the work place. In brief, the research found that teaching actually increases the morale of workers. This observation correlates to the observational conclusions of other literature studies. Sahinidis & Bouns (2008), Omollo (2015), Subari and Riady (2015), Nabi et al., (2017) have been shown to have a beneficial effect explicitly or Implicitly on staff engagement in training practises employed by organisations.

## **TRAINING IMPACT ON JOB SATISFACTION**

In addition, the research analysed the degree to which training influenced employee satisfaction as a part of objective. The above table provides answers to the results of the work-satisfaction from training for sampled workers. It indicates that respondents have argued that on job satisfaction training has a significant effect. The results show that training has influenced their work satisfaction quite strongly and positively. There is therefore ample data to suggest that T&D in Durgapur Steel has a positive effect on the job satisfaction of employees at work.

## **TO OVERCOME SHORTCOMINGS IN TRAINING**

### **MOTIVATION**

**Work Life Balance:** Training practices should be more focused on teaching how to maintain and

manage between work and life. Introduction of flexi time among the employees is helpful in maintaining work life balance. The results of the present study prove that around 3-5% of respondents were unable to make balance in work-life even after getting focused training, so, there is a need to put impetus on this aspect also.

**Job Security:** Timely training provided to employees rendered in him/her the feeling of job security. Increased job security leads to lesser absenteeism, reduction in attrition rate and the employees work with longer time horizon/vision.

**Bring more positivity in attitude:** Employees must be trained in a way so that they can have positive attitude towards work and organizations. The outcome of the present study reveal that some of the employees couldn't gain positivity from current training programs. They feel refreshed after training that makes them positive to work more efficiently and effectively.

## PRODUCTIVITY

**Reduction in Job Stress:** DSP taken for study must focus on such training programs through which job stress of the employees may be reduced and they learn the how to manage the job stress. Some of the employees in the present study were not in a position to minimize the stress always through training.

**Implement Job Rotation:** DSP must implement job rotation system in the organization in order to make the job more interesting and employees can acquire/learn new skills and competencies.

## JOB SATISFACTION

Job satisfaction sets out the aim of employment, wherever the task fits into the Plant structure,

the most responsibilities and duties of the task and therefore the key tasks to be executed

**Material and Course Content:** Appropriate training material is to be provided to the employees and course content must be prepared in such a way that it caters the needs of both employees and employers and industry as a whole. The course content and material should be like that it enhanced employees' understanding on subject matter and on job responsibility and description.

**Establish open communication:** Training must facilitate the open communication channel between seniors and subordinates. Some employees said that they could not properly communicate with seniors and subordinates. Open communication between employees helps them to discuss their problems without hesitation and ultimately this increases their morale to work and make them more emotionally stable.

**Learning Time:** It is a matter of concern that some of the employees at both levels found there is no sufficient time to learn the training course content. So, appropriate time is to be provided to employees. Trainer should make plentiful efforts to teach the employees what he has taught to them.

**Consult Employees:** Each and every employee should be consulted before sponsoring them to training programs so that they can come to know about the knowledge and skills they are going to learn/acquire and what will be the significance of such acquired skills in their work and career and their job satisfaction with it.

**Work independently:** Make employees to work more independently and increase their decision making power so that their competency level

to work more effectively be improved besides their quality of work. For this the ideas of all the employees must be given due importance in the company. In case one idea is not accepted the employees must be given feedback with suggestive improvements in ideas.

## KNOWLEDGE AND SKILL

**Style, Pace and Delivery methods:** The style, pace and delivery methods of the trainer should be appropriate enough to make the required things understand to all the participants of the training. The company must take serious note on the issue in case even 3%-5% employees didn't understand/learn whatever is taught by trainer. Simply, the training targets must be attained with 100% employee satisfaction.

**Facilitate New Technology:** Training must facilitate the application and adoption of new technology. The employees who couldn't understand the new technology in one training session may be given another opportunity to learn and update.

**Enrich subject matter:** Companies provided training to their employees must give more emphasis on the subject matter on which training is provided. Some employees found that sometimes the training provided to them is not relevant in the completion of their tasks and responsibilities. Therefore, companies must consult the employee about the subject matter, so that these initiatives, workers enjoy, because opportunities for enrichment help staff to develop their activities and to face greater challenges.

**Improve Team Spirit:** Make trained employees to work in teams with more decision making power; as this helps in timely attaining the

targets. This in turn benefits the organizations too.

## CONCLUSION

Good HRD practices leads the organization to optimum utilization of man power in order to achieve the stipulated targets of production of the company envisaged by its management. As new technologies are being developed and implemented there is an urgent need for any organization to increase the existing skills and knowledge of employees, as the organizations always strives to survive and develop in a competitive market of the world. Strong HR is an important requirement for any organisation's performance. It has been established that competition is brought about by those associations where policies affecting people are made. This is mostly because when firms invest in people, in their development, they acquire higher capability and more prominent fitness, which boosts confidence and profitability. It is rightly stated that "if you wish for a short period, sow seeds; if you wish for a long time, plant trees; but if you wish for a lifetime, instead of founding, simply build mankind." Employee training is critical since abilities deteriorate and over time get out-moulded and must be updated.

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