CHAPTER – VI

SUMMARY AND CONCLUSION

The accent must be at auto-regulation, on active assimilation—the accent must be on the activity of the subject. Failing this there is no possible didactic or pedagogy which significantly transforms the subject.

—Jean Piageat

6.1 Introduction

Learning from experience is not enough, people have to be trained to manage the challenges posed by changing business environment. Training and development of employees in an organization is important due to its favorable consequences of improved performance at work, change in attitude, etc. The development of high potential personnel through continuous training and retraining is seen as a core element in the development of the successful organization. Training not only works wonder for the country and organization but also is important to every facet of growth and development of any individual. A change in various junctures of a person's career requires training.

Manufacturing sector dominated the world economy in the post-industrial revolution period but now, in technologically advanced countries, service sector is dominating the economy. The challenges posed by business environment are forcing these organizations to redefine their structures, systems and processes.

The steel is critical in infrastructure development and infrastructure is the backbone of our country's economy. In response to the challenges posed in the steel industry, Visakhapatnam Steel Plant has envisaged to increase
the plant capacity to 6.5 Mt per year of hot metal and 6.3 Mt per year liquid steel with corresponding increase in the production capacities of all its upstream and downstream units keeping in view to achieve optimum utilization of available resources like land etc., and the anticipated upturn in global and domestic steel demand.

This expansion process requires skilled and competent hands. Training and development is the means to prepare this fleet of competent people among operative and managerial staff.

6.2 The importance of training and development

Though training is essential still doubts arise only over its contribution in practice. Complaints are growing over its ineffectiveness and waste. For the view the above discussions, the present study in Visakhapatnam Steel Plant aims at finding how far the training and development programs increased the efficiency of the organization. After an initial study of the organization and discussion with study focused on critical analysis of training programs conducted for the executives by the Visakhapatnam Steel Plant, to examine its policy and practices. The study aims to research out data on training and development programs and its impact on managerial efficiency, effectiveness and organization development.

To have a deeper look some questions and four hypotheses were framed. To test the hypothesis and obtain answers to the questions, a questionnaire was constructed. The questionnaire was administrated to a sample of about 10 per cent of executives selected by stratified random
sampling. The data was codified and analyzed with SPSS package and results interpreted. The study is expected to be a pre-cursor to develop a model of training and management development in Visakhapatnam Steel Plant. Limitation due to the fact that it is a study with some aspects of training in Visakhapatnam Steel Plant is to be remembered.

Taylor's (1947) framework of training as a management tool to address various deficiencies as a functionalist approach is discussed. It is followed by studies of many eminent authors on aspects such as the importance of training for managers, training need assessment, internal and external training and their benefits, transfer of learning, etc. Findings on the role of training in managerial efficiency, effectiveness and development of organizations are also recorded to see the advancements made so far, and the scope of further examination.

Success of Human Resources functions of Visakhapatnam Steel Plant stems from the relentless efforts of the VSP work force. This valuable asset of 18,079 employees contributed to positive cultural changes, increased productivity and excellence in organization. HR Directorate is continuously working on the periodic review of personnel policies, rules and regulations, so that they come up to the changing needs and expectation of employees.

6.3 Need and significance for the study

Training and development of human resource management is the pivot around which all the techniques of growth process revolve. On the one hand, promoting employment is an accepted national goal and on the other finding
suitable and trained manpower is a basic necessity for running economic enterprises. It has been rightly said that skills are the single most important factors in development. No matter how bountiful other resources may be, social and economic advancement depends mainly on the quality manpower. Quality manpower can be developed through proper training. ‘Learn or cease to earn’ is the present days situation.

The globalization is witnessing the technological revolution which differs from the technological wave that marked the progress of industrial society after industrial revolution. In the past two decades or so, rapid technological advancement across the world has created unprecedented challenges and opportunities for policy formulations and corporate strategies. The organizations can not survive unless they cope up with advanced technologies. The organizations want to develop have to march with the technological advancement by training the employees with advanced technology.

Training not only works wonder for the country and organization but also is important to every facet of growth and development of any individual. A change in various junctures of person’s career requires training. New recruiters need training to better understand the organization and work effectively. Current employees who are not performing at the right level also need training. Transfers and promotions create training need which prepares the employees to better understand their responsibilities. Retirement also calls for a new set of life skills, and responsible employer recognizes the need for training in areas like health and financial planning. Training is very
significant for managers as they need skills to handle situations of high responsibility. Therefore, training is essential for the growth of country, organization and its people.

The importance given by the Visakhapatnam Steel Plant (RINL) management for training and development and the necessity of highly skilled managerial personnel, inspired the researcher to conduct a study on the impact of training and development programmes in Visakhapatnam Steel Plant which is one of the major steel producing plant in India.

For the manager of the organization, the most important question about training is whether it is worthwhile and for most managers the answer to that question is to be given in terms of financial return and production of output. The H.R. Manager has therefore to decide how the training methods can be cost effective. Keeping in view the above discussions, the present study of training and development programs in Visakhapatnam Steel Plant aims at finding how far the training and development programs increased the efficiency and impacting the development of executives of VSP. The study focuses on the following:

6.4 Objectives

1. To critically analyze the training programs conducted for the executives by the Visakhapatnam Steel Plant
2. To examine the policy and practices on training of executives in Visakhapatnam Steel Plant
3. To research out data on training and development programmes of
Visakhapatnam Steel Plant and how the training and development practices has helped in development of the organisation.

4. To evaluate its impact on managerial efficiency and effectiveness.

5. To find out the effectiveness of the training imparted to the executives on their job

6.5 Research questions

Keeping in view of the above objectives, an attempt has been made to find out the answers for the following questions.

1. Are opportunities available for growth and development of executives?

2. Are the opportunities for development open to all and what is the Criteria for sponsoring a executives for training?

3. Do the training programs attended by executives are related to their job needs?

4. Are the training and development activities sufficient for the development of executives?

5. Do the rules and regulations of organization play a complementary role for transfer of training?

6. What is the overall impact of training on the organization?

7. Is the organization benefited from the training and development program?
6.6 Hypotheses

This study intends to provide insight into the important dimensions of training and development activities. An attempt is made to find out the effect of these activities on the efficiency and effectiveness of the executives. Therefore, in particular, the study aims at processing the data to test the following hypotheses.

1) There is no significant difference between Male and Female employees on the impact of Training & development on executive RINL.

2) Age of the employees as a factor which determining the impact of training and development an executive of RINL.

3) There is no significant difference between married and unmarried employees in their opinion towards the impact of training and development on the executive of RINL.

4) There is no significant difference among different education level employees towards the impact of training and development on the executives of RINL.

5) The job experience is one of the factors to which indicate the impact of training and development on the executives of RINL.

6) The opinion of the employees towards the impact of training and development on the executives of RINL did not based on this income levels.
6.7 Methodology

This research is conducted in a systematic way. Since, the researcher worked for Visakhapatnam Steel Plant during 1981-83, when the foundation works are in progress and spent 30 years of his life in Visakhapatnam, he closely witnessed the rapid growth and development of the Visakhapatnam to an important industrial city in India. This development was mainly attributed to the growth and achievements of Visakhapatnam Steel plant constructed in a massive area of 25000 acres of land. The researcher observed these changes from outside and desired to study the organizing its functions and means for development. Therefore, researchers selected Visakhapatnam Steel Plant for this study.

In this regard the investigator has collected literature from various sources on the development of steel industry and its training functions were salient on various dimensions of training in Visakhapatnam Steel Plant. Therefore, the study was planned to explore the training and development activities of Visakhapatnam Steel Plant and find out its role on the executives of the organization.

For systematic study a project plan was prepared which mapped out the project into divisible stages like planning and preparation, project designing, project implementation, data analysis and interpretation, and writing of the report. This included sub-stages such as data input and coding, data analysis and interpretation.
The variables selected for the study are training awareness, work objectives, use of training, features of training, components of training, training process, training criteria, training outcomes and evaluation. Ranking method was also used for qualitative analysis.

6.7.1 Tool

The researcher has personally involved in the investigation by visiting different departments of the selected organization and collected the necessary data as a part of pre–testing of the questionnaire. The required data was subjected to statistical treatment by using Critical Ratio Analysis Method for establishing the validity and reliability of the instrument. After eliminating the rejected statements at level of significance, the final questionnaire with statements was approved for administration. This Pre-test helped the investigator to structure the questionnaire and to improve the effectiveness of the final questionnaire.

In the executives’ opinion description questionnaire there are 94 statements and all critical ratio values are found to be significant indicating item validity of each statement of the total test dealing with reference to impact of training and development activities in the selected industry related to executives.

6.7.2 Data

After preparing the questionnaire and subjecting it for pre-test, the final questionnaire was accepted and administered for data collection. The researcher had personally visited Visakhapatnam Steel Plant and
administered the questionnaire with a sample of 540 employees by random sampling method. The investigator has covered executives working in the selected organization both male and female categories with different education levels and experience status.

6.7.3 Variables in the study

The study has considered both independent and dependent variables in the investigation, where, the socio-demographic characters of the sample respondents (executives) are observed as independent variables and the dimensions of the impact of training and development are observed as dependent variables. The dependent variables were studied in order to study the opinion of the executives on the training and development activities practiced in the human resource management of VSP organization and find out the influence of independent variables on the dependent variables.

6.7.4 Statistical techniques for analysis

The measurement of impact of training and development activities in human resource management at Visakhapatnam Steel Plant requires a careful enquiry into current status of human resource management and current position of executives' views on training activities and perceptions of executives on performance development. For this the researcher has employed t-test and f-test (ANOVA) statistical techniques to test the hypothesis and analyze the impact of training and development activities on executives of VSP.
6.8 Major findings

After processing the data and discussing the results the following findings were derived from the analysis.

6.8.1 Training

1. The opinions of the sample executives show that more than ninety percent felt that the most important aspect of training in the organization is proper planning.

2. More than eighty percent of the respondents agreed that the training will only succeed if it is part of an integrated approach to the management of people and training will only succeed if it integrates that goals of individuals with those of organization.

3. There is a need of performance related pay which is essential in the part of training and HR management system, and the focus of training should be developmental.

4. Most of the executives opined that the training should be a continuous and integrated part of the employee-lead relationship because the main objective of the training is to motivate individuals and equip them with core competencies.

5. More than eighty percent of the respondents agreed to effective training is easier to measure in qualitative rather than quantitative terms.

6. Most of the executives felt quantifiable measures of performance are essential to successful training in which the training is accompanied by extensive communication to ensure aims are fully understood.

7. Training gives a better understanding of strengths and weaknesses at
the same time it helps to identify deficits and new skills required. So, most of the executives felt that the training recognize and fulfill the need to learning.

6.8.2 Views about objectives and work

1. According to the data more than eighty percent of the executives expressed that they fully understand about their organization’s business goals and objectives and they know what is expected by their organization.

2. All most all the executives felt the work objectives in the organization are unrealistic and difficult to achieve, so majority of them don’t have authority to determine their work objectives. But a few of them felt that they have authority over the way of their perform work objectives.

3. Most of the executives expressed that it would be difficult in their part to discuss the work problem with their heads. Still they receive a lot of feedback about their performance.

6.8.3 Views of individuals on training

1. The response of the executives shows that training helps to do their job better and they felt the training helps to develop their skills and potential.

2. A significant number of respondents said that they get useful feedback from training review. Whereas, most of the executives satisfied with the way of their HR heads and training wing conduct training programmes.

3. The executives expressed that the assessments of their performance
of consistently fair and unbiased, and they felt motivated after the training.

4. More than ninety percent of the executives felt executives spent time on training is worthwhile and they opined that they do not understand how head decides their rating / assessment, but a major group of respondents felt G.Ms give their best rating to people they like.

5. A dominated group of executives felt the training works well at Visakhapatnam Steel Plant and does not need to change, so they have received adequate training in their working areas.

6. Most of the respondents opined the training methods helps to communicate to their team what is expected of them, and they felt no difficulty in agreeing objectives.

7. It can be understand by the response of the executives in the study area that the training helps to manage their team better and it helps to motivate their team. They also opined that the time spend on trainings could be spent more productively elsewhere, so that the information gained from training programmes is of no value.

8. Most of the respondents expressed that they do not feel comfortable with conducting trainings, but they give consistent and fair rating to the members of their team. It was noticed from the data that executives have not been adequately trained by themselves even they provide necessary documentation and material. Hence, the executives felt the current training process works well and does not need any change.
6.8.4 Features of existing training methods

1. According to the response of the executives in the study organization, it is clear that the features of existing training methods in Visakhapatnam Steel Plant are very effective with training planning and goal setting.

2. Most of the executives felt the existing training methods are mostly effective assessment with continuous and competence.

3. Regarding appraisal of training methods some of the executives felt very effective with annual appraisal and some others felt very effective about twice – yearly (bi-annual) appraisal. The training methods of peer appraisal and self-appraisal also supported by the majority group of respondents.

4. Most of the executives felt the existing training methods in the organization are very satisfactory with subordinate feedback because there is effective coaching / mentoring.

5. It was understood by the response of the executives regarding existing training methods are felt very effective about career management / succession planning so there is personal development among executives has incurred.

6.8.5 Components of training

1. The response of the executives towards the components of training indicates that the company training system includes goal setting and it motivates the development of the executives. Most of the executives felt that company’s training system includes competency framework and it motivates their self-development.
2. The company’s training system indicates individual development plan and it leads to motivate the development of the executives.

6.8.6 Training process

1. Regarding training process more than ninety percent of the executives felt that the technical managers and HR department own and operate the training process and they opined the training is an integral part of the employee – manager / organization relationship.

2. It shows from the response of majority of the executives that the training is integrated to other people management process and the focus of training is development.

3. Most of the executives felt that the training integrates the goals of individuals with those of the organization and it helps in setting challenging goals. It indicates that the aims and objectives of training is well communicated and fully understood, so most of the executives felt the review meeting involves discussion on teaching methodologies and improvements required thereof.

4. Majority of the executives felt the heads and manager works as coach develop and they use feedback to identify the strengths and weaknesses of the executives in a development manner. Hence, there is a need of training review meeting helps to give their genuine feedback and ideas.
6.8.7 Training criteria

1. According to the opinions of the executives the most important criteria in training is customer focus and measurement of individual performance in the organization. This leads to flexibility, competence, skills / learning targets, work relationship and contribution to team.

2. Whereas, productivity achieving milestones within expected end rate and aligning personal objectives to organizational objectives are also important in training criteria.

6.8.8 The impact of training motivation on the executives

1. The opinion of the executives on the impact of training motivation on the executives indicates intention to do their job better and change their behavior in training motivates and helps for actively take up extra work and role.

2. The practice relevant knowledge or skills of executives ask their peers or leaders or manager for help in area needed to develop and at the same time reading of relevant journals or books about training will motivate and help the executives in the organization. Browsing relevant websites or information about training also motivates and helps the executives in the organization.

6.8.9 Evaluation of training

All most all the executives opined that their heads uses feedback to identify their strengths and weaknesses in a development manner’. More than eighty percent of the executives felt satisfactory for the evaluation of their training by
their heads. Also the training review meeting helps them to give genuine feedback and ideas and further training needs identification.

All most all the executives opined that they liked training programs conducted by Visakhapatnam Steel Plant and they are benefited to their company and also to themselves.

6.8.10 Testing of hypothesis

1. The data analysis of the study shows female employees are more satisfied in training, individual views on training, features of existing training methods, components of training, and training process in the organization. Whereas, the male executives are dominating in their satisfaction levels in views about objectives and work, training criteria. Except training, the female satisfaction level in remaining dimensions found significantly higher than male executives. Therefore, the female executives are satisfying more than male executives towards training and development activities in the organization.

2. The data infers lower age group executives are more positive towards views of individuals on training, features of existing training methods, components of training, training process and training criteria in the organization. Whereas, in training and views about objectives and work the middle age group executives are more positive than others. Hence, age of the employee is not a factor to determine the impact of training and development in the organization.

3. The unmarried executives are more satisfied in training, individual views on training, components of training and training process in the
organization. Whereas, married executives are satisfied more in views about objectives and work, features of existing training methods and training criteria. It indicates that unmarried executives are satisfying more than married executives in four dimension, but married executives are satisfied more than unmarried executives in three dimensions. An overall there is a significant difference between married and unmarried executives in their satisfaction level towards training and development activities in the organization.

4. The analysis of data shows that the under graduate executives are more positive towards training and training criteria, but graduate executives satisfaction level is more significant in individual views on training and components of training than others. Whereas, the response of the post graduate executives indicates significantly more positive towards views about objectives & work, features of existing training methods and training process than others. Therefore, it shows that there is a significant difference between and within the groups of employees by their education levels towards the impact of training and development on executives in the organization.

5. According to the data, between 1-5 years experienced employees are more positive towards training process, but between 10-20 years experienced executives satisfaction level is more in training in the organization. Whereas, the opinions of 5-10 years experienced employees found more positive towards views about objectives & work, components of training and training criteria, and the executives who are having more than 20 years of experience are comparatively
positives towards features of existing training methods. An overall there is no significant difference between and within the groups of employees by their experience levels towards training and development activities in the organization.

6. It can be conclude from the data that the employees whose annual income was between 1-3 lakhs are more positive towards individual views on training, features of existing training methods and training process in the organization. But the employees whose annual income levels are between 3-5 lakhs found more positive towards training and components of training. Whereas, more than 5 lakhs annual income earners are more positive towards views about objectives & work and training criteria. An overall it shows that there is a significant difference between and within the groups of employees by their income levels towards the impact of training and development on executives in the organization.

6.9 Conclusion

One of the primary objectives of the industries is to develop a well-knit personnel policy and a comprehensive personnel programme that will be result-oriented and to develop organizational objectives. In accordance with this objective, Visakhapatnam Steel Plant (RINL) has given considerable emphasis on development of human resources, as well as formulation and implementation of progressive personnel policies, systems, rules and procedures to synchronies organizational needs/ business plan with individual aspirations. VSP has laid emphasis on effective man management as it
believes that effectiveness and success of the organization depend largely on the skills and commitment of the people.

The rigorous and systematic approach to recruitment from fresh candidates their upwards training, promotions and rewards have all helped to meet the aspirational needs of the individual and thereby the goals of the organization.

VSP has developed a comprehensive scheme of career planning and managerial succession. The size of the organization has necessitated the development of a computer culture which motivates employees to contribute their best towards the achievement of organizational based Personnel Inventory System. In the field of industrial relations, VSP encourages a participative approach. A career with VSP will mark the beginning for a quest for advancement. VSP is a fast expanding organization and provides ample opportunities to bright youngsters to rise in the organizational hierarchy.

Looking into the rapid growth of the organization and the multifarious specialized function, there exists opportunities for a rapid career growth in the area where aptitude lies.

The Company has an exclusive Training and Development Centre to take care of the training requirements of the officers and workmen as well as the newly recruited Management Trainees etc. The training initiative includes special need based Programs and orientation programs catering to the requirements of various departments of the company.
6.10 Suggestions

There is a need of linking business strategy and cultural strategy to the training and development activities. Then it will be easy to identify how the training supports the strategy.

Identify a minimum acceptable level of effectiveness for training and development curriculum. So that the expected results can be easily evaluated in the process of functioning.

Each and every training and development activity has to be measured as soon as the training program is completed and feed back given to trainee, trainer and concerned department for future improvement/development.

A variety of terms have been used by researchers, academicians and practitioners to describe the research area selected by the researcher. Live training, training and development, employee development, learning and development and human resource development. The researcher selected training and development mainly with regard to its impact and effectiveness.