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## A STUDY ON HUMAN RESOURCE DEVELOPMENT TRAINING IN RASHTRIYA ISPAT NIGAM LIMITED (VISAKHAPATNAM STEEL PLANT)

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**VATLURU**

### ABSTRACT

*Indian Steel industry has always remained isolated and protected by Government, where the steel industry was never expected to generate profit from business, but was expected to provide employment to the unemployed. Presently India is operating with open-hearth furnaces. Help a person to develop self-confidence, speak with ease in front of small and large audience, remove communication gap and remove barriers in communication & personality. While the majority is satisfied with the training programs offered to them, HRD department of RINL can further improve the training programs in order to satisfy the respondents who are dissatisfied with the training programs. The survey also shows that the training programs are varied in nature and cover almost all the job requirements. Wherever special training programs are required RINL makes sure that these training programs are conducted.*

### KEYWORDS

quality policy, team working, emotional competence, HR training, job training programs.

### HUMAN RESOURCE MANAGEMENT

**H**uman Resource Management (HRM) is the function within an organization that focuses on recruitment of management and providing direction for the people who work in the organization. HRM can also be performed by line managers.

HRM is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

HRM is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.

### HUMAN RESOURCE DEVELOPMENT

#### INTRODUCTION

The part of human resource management that specifically deals with training and development of the employees.

Human resource development includes training an individual after he/she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

#### AIM

The main aim of HR development programs include planning development programs based on identified performance gaps by enabling individuals to achieve short-term and long-term career goals and supporting succession planning by implementing leadership development programs. HR development programs also help organizations comply with local, state and federal regulations.

### OBJECTIVES OF THE STUDY

1. To understand the various activities of the HRD department.
2. To find out the relation between training and actual job performance.
3. To study the various training programs being offered by HRD department and understand the program objectives.
4. To administer a questionnaire to a selected group of executives for the purpose of ascertaining the effectiveness of various training programs offered by HRD department.
5. To understand the relation between training and other HR parameters like team work, motivation, employee development etc.
6. To study the feedback process that is used for the training program.

### NEED OF THE STUDY

A needs assessment is a systematic exploration of the way things are and the way they should be. These "things" are usually associated with the organization or individual performance.

- **LEGISLATION/POLICY CHANGES** – this puts new demands on the human resource in terms of skill/competencies.
- **LACK OF BASIC SKILLS** – an assessment of the skill level of staff vis-à-vis the job requirements may be evidence of a need.
- **POOR PERFORMANCE** – appraisal may reveal gaps in the performance of an individual or organization.

### INDUSTRY

What's in the name? Nothing, one might say. For steel – a century old metal – there additionally seems no reason for any possible non-unanimity of thought. But here precisely are the chances for out going wrong. True, like most industries, the Indian Steel Industry has experienced the highs and lows of the business cycle, has been impacted by the globalization and has been subjected to the vagaries of market forces in a liberalized set up. But at the end of it all, what we have today is a highly evolved, resilient and an ever – vigilant industry, which through adoption of State-of-the-art technologies has kept pace with changing times, producing an output that has not only stood the test of time but has globally transformed the way men think and do business in steel.

### INDIA'S STEEL SCENARIO

Indian Steel industry has always remained isolated and protected by Government, where the steel industry was never expected to generate profit from business, but was expected to provide employment to the unemployed. Presently India is operating with open-hearth furnaces. The existing equipment, energy and labour in Indian Steel industry are much low than the developed countries.

### PROBLEM OF STEEL INDUSTRY

Non-availability of good quality raw material is another problem faced by iron and steel industry. The modern giant blast furnace needs high-grade iron ore and good metallurgical coal.

**A BRIEF PROFILE OF VISAKHAPATNAM STEEL PLANT**

The Government of India has decided to set up an integrated Steel Plant at Visakhapatnam to meet the growing domestic needs of steel. Visakhapatnam Steel Plant was the effect of the persistent demands and mass movements. It is another step towards increasing the country's steel production.

The decision of the Government to set up an integrated steel plant was laid down by the then Prime Minister Smt. Indira Gandhi. The Prime Minister laid the foundation stone on 20<sup>th</sup> January 1971.

**HRD OBJECTIVES OF VISAKHAPATNAM STEEL PLANT**

1. To provide initially a suitable match between employee competence level and company's work requirements
2. To foster an appropriate climate and culture which nurtures employee competence and adequate motivational levels for the application of their abilities to assigned jobs/roles with required commitment.

**QUALITY POLICY OF VISAKHAPATNAM STEEL PLANT**

Employees of Visakhapatnam Steel Plant are committed to supply their customer's quality products and services. To accomplish this Visakhapatnam Steel Plant will:

- Manufacture products as per specification and standards agreed with the customer.
- Follow clearly documented procedures for achieving expected quality standard of products and services.
- Continuously strive to improve quality of all material, processes and products.
- Maintain an enabling environment, which encourages active involvement of all employees to pursue continuous improvement of quality.

**TECHNOLOGICAL HIGHLIGHTS OF VSP**

- First shore based integrated steel plant.
- Selective crushing with pneumatic separation of coal blend.
- 7 Meter tall Coke Ovens.
- Dry Quenching of hot coke and production of steam and power from hot inert gases.
- First integrated steel plant to receive ISO 9002 certification for all its products.

**QUALITY, ENVIRONMENT AND OCCUPATIONAL HEALTH & SAFETY POLICY**

We, at Visakhapatnam Steel Plant, are committed to meet the needs and expectations of our customers and other interested parties, the occupational health and safety of our work force and to preserve the environment. To accomplish this, we will.

- Supply quality goods and services to customer's delight
- Document, implement, maintain & periodically review the management systems including the policy, objectives and targets.
- Use resources efficiently and reduce waste & prevent pollution.

**HR POLICY**

We, at Visakhapatnam Steel Plant, believe that our employees are the most important resources. To realize the full potential of employees, the company is committed to:

- Provide work environment that makes the employees committed and motivated for maximizing productivity
- Establish systems for maintaining transparency, fairness and equality in dealing with employees

**COMMUNICATION & PRESENTATION SKILLS**

- To develop communication & presentation skills of the participants
- Help the participants understand the different tools of communication and how to apply the same in various business situations
- Help the participants to communicate better and use communication as a facilitation process for training, mentoring, counselling, supervising and coordinating
- Help a person to get along with others by developing inter-personal and intra-personal communication and work in groups/teams effectively
- Help a person to develop self-confidence, speak with ease in front of small and large audience, remove communication gap and remove barriers in communication & personality

**TEAM WORKING**

- To enable the participants to gain an insight into the benefits of Team Work and resulting "Synergy"
- To focus the attention of the participants on the factors that govern Synergy and ways & means to enhance & enrich the same
- To enhance the understanding of the participants on the Role and Attributes needed to be a good Team Member
- To provide an understanding of the role of a Leader

**CREATIVITY & INNOVATION FOR EXCELLENCE:**

- To introduce the concept of thinking and the need to consciously activate the brain power
- To introduce the concept of logical thinking and enable understanding and effective utilization of some of the associated techniques
- To introduce the concept of creative thinking and enable understanding and effective utilization of some of the associated techniques.

**LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT:**

- Create a greater appreciation on the Leader's role as a manager/supervisor in the existing environment and initiate activities in line with this role.
- Understand 'Key Management Processes' and how they can apply them effectively in their day to day working for Organizational development
- Imbibe and apply skills of Delegation, Motivation, and Development as part of the leader's role in the team.
- View the role of Leader/Manager primarily as that of "Developing People" to perform to their maximum potential, plot a growth path for them and guide them through the development process in the organization.
- Develop a set of skills to improve personal productivity of the team to achieve organizational goal.

**ASSERTIVENESS & INTER-PERSONAL SKILLS:**

- To provide an insight into, and an understanding of individual's behavior, which could form the basis for improved inter-personal relationships
- To provide an insight into, and an understanding of behavioural dynamics of groups of people and indicate ways & means to make intra and inter-group behaviour more productive
- To consider the impact of different styles of behaviour on positive inter-personal relationships as such, and examine the available ways & means to enhance its qualitative impact on the overall effectiveness and efficiency of work situations

**MANAGERIAL EFFECTIVENESS****FOR E-7 EXECUTIVES**

- To develop a healthy organizational culture which facilitates the accomplishment of organizational objectives as well as individual goals
- To promote psychological well-being of employees
- To help them understand their own strengths and weaknesses and learn the strategies of self-development
- To prepare themselves to face future challenges
- For E-5/E-6 executives:
- To develop integrated self who is effective in professional and personal domain

- To explore three domains of Managerial Effectiveness: Self-Management, Interpersonal Effectiveness and Group Effectiveness
- To enable participants to gain insight into various aspects of managerial skills and human values

**EMOTIONAL COMPETENCE**

- Providing a learning environment that supports and enhances the development of social competence and emotional well-being
- Recognize how their feelings affect their performance

**NEGOTIATION SKILLS**

- Understand the dynamics of negotiation and WIN/WIN Concept
- Review the essential techniques that make negotiation successful
- Develop an understanding of how this approach can be used in relationship with external and internal customers

**WORK-LIFE BALANCE**

- Helping the participants analyze the antecedents and consequences of work-life conflict
- Making the participants understand the challenges associated with managing professional life and personal life

**PERSONAL EFFECTIVENESS FOR GROWTH**

- To bring a shift in attitude and behavior of the participants
- To fill their life with confidence
- Commitment and enthusiasm towards productive work culture

**DEVELOPING YOUNG MANAGERS**

- To enhance the managerial skills of the participants to prepare them to shoulder higher responsibilities

**IMPROVING ORGANIZATIONAL HEALTH**

- To re-convert the work-force from the stage of "not engaged – actively disengaged" to the stage of "engaged work-force"

**BUSINESS ENVIRONMENT & COMMERCE:**

- Understand the principles, techniques, and terms used by business practitioners
- Apply ethics theory to a recent ethical situation in business

**AWARENESS ON VMO & PERSONALITY DEVELOPMENT:**

- Production plan
- Technical parameters achieved vis-à-vis desired plan
- Sustainability plan

**HR TRAINING**

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- Open doors to unlimited career opportunities and professional growth

**SURVEY ON HUMAN RESOURCE DEVELOPMENT**

Here for the survey on human resource development was prepared where a questionnaire was prepared with 20 questions which comprises options and was distributed to all the employees of various departments in RINL.

Where we have taken 80 samples and the analysis was prepared.

1) Are you satisfied with the effectiveness of the training program?

**TABLE 1**

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	64	80
2	NO	15	18.75
3	CAN'T SAY	1	1.25
4	TOTAL	80	100

2) Are you satisfied with the subject level of the faculty?

**TABLE 2**

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	57	71.25
2	NO	8	10
3	CAN'T SAY	14	18.75
4	TOTAL	80	100

3) Do you think that the program is relevant to your line of work?

**TABLE 3**

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	51	63.75
2	NO	17	21.25
3	CAN'T SAY	12	15
4	TOTAL	80	100

4) Do you think that the program should be offered to all levels of executives?

TABLE 4

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	37	46.25
2	NO	22	27.5
3	CAN'T SAY	21	26.25
4	TOTAL	80	100

5) Do you think that you can apply the learning from this program to your work?

TABLE 5

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	44	55
2	NO	28	35
3	CAN'T SAY	8	10
4	TOTAL	80	100

6) Are you satisfied with the various training programs provided by RINL to its employees both at MDC and TTI?

TABLE 6

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	47	58.75
2	NO	18	22.5
3	CAN'T SAY	15	18.75
4	TOTAL	80	100

7) Do you think that there is an improvement in your personality due to this training program?

TABLE 7

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	50	62.5
2	NO	13	16.25
3	CAN'T SAY	17	21.25
4	TOTAL	80	100

8) Do you think that you can impart the learning from this program to your subordinates?

TABLE 8

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	39	48.75
2	NO	23	28.75
3	CAN'T SAY	18	22.5
4	TOTAL	80	100

9) Are you satisfied with the infrastructure provided for the training process?

TABLE 9

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	57	71.25
2	NO	10	12.5
3	CAN'T SAY	14	17.5
4	TOTAL	80	100

10) Your organisation considers training as a part of organizational strategy. Do you agree with this statement?

TABLE 10

S.NO	RATING	RESPONDENTS	PERCENTAGE
1	YES	40	50
2	NO	29	36.25
3	CAN'T SAY	11	13.75
4	TOTAL	80	100

## FINDINGS

### 1. EFFECTIVENESS OF TRAINING PROGRAM

64 Respondents out of 80 have responded that the training programs being conducted by the HRD department of RINL are effective and cater to the requirements of the organization.

### 2. COMPETENCE OF THE FACULTY MEMBERS

57 Respondents out of 80 have stated that they satisfied with the competence level of the faculty. This shows that HRD department of RINL chooses its faculty members carefully and makes sure that what they teach is in line with the objectives and goals of the organization.

### 3. RELEVANCE OF THE TRAINING PROGRAMS

51 Respondents out of 80 have stated that the training programs offered to them are relevant to their line of work. This shows that the programs are well designed.

### 4. TARGET POPULATION OF THE PROGRAMS

37 Respondents out of 80 have stated that this program should be offered to all levels of executives. Similarly, 22 respondents have answered in the negative and 21 respondents answered that they cannot decide on the response.

### 5. APPLICATION OF THE LEARNING FROM THE TRAINING PROGRAM TO THE WORK PLACE

44 Respondents out of 80 have stated that they can apply what they have learnt from their training programs to the actual place of work. This shows that HRD department of RINL takes in to account the actual working conditions of the organization while designing the training programs.

**6. SALINIFICATION LEVELS OF THE PARTICIPANTS**

47 Respondents out of 80 have stated that they are satisfied with the various training programs offered by both MDC and TTI. 18 Respondents have stated that they are not satisfied.

**7. IMPROVEMENT IN THE PERSONALITY OF THE PARTICIPANTS**

50 Respondents out of 80 have stated that they find an improvement in their personality due to the training programs offered by HRD department at RINL. This shows that these training programs not only cater to the job requirements of the participants, but also to the characteristics of the person while help him / her in improving their personalities.

**8. TRANSFER OF KNOWLEDGE TO SUBORDINATES**

39 Respondents have answered "YES", 23 Respondents have answered "NO" and 18 Respondents have answered "can't say". This shows that learning can be transferred to the subordinates in some cases and other places it can't be transferred. This may be due to the difference in skills and knowledge levels of the participants and their subordinates.

**9. TRAINING INFRASTRUCTURE**

57 Respondents out of 80 have stated that they are satisfied with the infrastructure providing for training. This shows that RINL has good infrastructure for providing trainings like class rooms, audio visual equipment, course material etc... required for the training process.

**10. TRAINING AS A PART OF ORGANISATIONAL STRATEGY**

40 Respondents answered "YES", 29 Respondents answered "NO" and 11 Respondents have answered "can't say". While some respondents considered training as a part of organization strategy, others think that training is not a part of strategy and is separate from it.

**SUGGESTIONS**

1. While the majority is satisfied with the training programs offered to them, HRD department of RINL can further improve the training programs in order to satisfy the respondents who are dissatisfied with the training programs.
2. Apart from the normal training programs, RINL should also conduct programs that enable the participants to face and overcome special challenges faced at workplace.
3. RINL can think of extending the duration of at least some of its training programs.

**CONCLUSION**

Thus, it can be concluded from the survey that the training programs offered by HRD department of RINL cater to the needs of the organization. These programs help the participants to update their knowledge and skills for their development.

The survey also shows that the training programs are varied in nature and cover almost all the job requirements. Wherever special training programs are required RINL makes sure that these training programs are conducted.

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