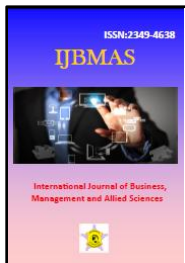


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**The importance of training of Employees in Heavy Plates Vessels Plant,
Visakhapatnam - A study**

KANDI PRASADA RAO

Lecturer in Commerce, Government Degree College (Men), Srikakulam, Andhra Pradesh;
and Part-Time Research Scholar (Reg.No: PP COM 010), Rayalaseema University, Kurnool,
Andhra Pradesh.



ABSTRACT

Human resource development is an important and crucial for an organization, in the era of fast developing Scientific and technological innovations, to have competent and suitable workforce to survive in the intense competitive world. This problem has become all the more intricate and difficult due to the shortage of adequately trained workforce. Hence training and development of personnel have become necessary. Keeping in view, the seriousness of this problem, the management of several organizations have established in-house training centers'. These training centers are aimed at providing training to the workforce which suits their requirements at present and to meet the future changes in business environment. A focus is made on training and developing activities in a selected public-sector enterprise so as to understand the process of understanding training needs, the relevance of course content and effectiveness of training methods.

Keywords: HPV plant, Training, HRD, Respondents and participants

“Trained managers are vital to the economic development of the country”

~ J.R.D. Tata

INTRODUCTION

The primary objectives of training and development are to adequately enhance the present effectiveness of personnel through a planned and deliberate process of learning within an organization, to identify people with further potential and ensure they receive the required developmental training and equip themselves better to meet the challenges ahead in the changing organizational climate. The training and employee developmental programmes are aimed at improving the current performance of personnel up to the highest attainable level and to develop whatever potential they may have for growing into positions of higher responsibilities¹. The human resource development is a process of training and growth by which individuals gain and apply knowledge, skills and insight and develop attitudes to manage work organizations effectively². One should understand it is a systematic effort of using principles of planning, organizing, directing, coordinating and controlling in the selection of people at every level of organization.

¹Earl R.Zack, “An International Approach to Management Development”, Personnel, September-October 1961, pp 51-60.

²DalaS.Beach, Personnel: The Management of People at work, The Macmillan Company, Newyork, 1988, p 382.

Role of HRD:

The role of human resources development (HRD) in any organization need not be overemphasized. It should be created in an organization with a specific structure, developing procedures which foster development of personnel. A few organizations limit the HRD function to mere training programmes. Training of personnel is one of the tools to make the people to learn new techniques/ methods and to acquire new skills and knowledge to perform the tasks/ jobs in a better manner. Correct training plays a crucial role in promoting efficiency, changing attitudes of officials and in inculcating a better sense of service and probity in them. In a nutshell, training is an important tool for organizational growth³. Chalofsky and licoln defined HRD from the point of view of five perspectives⁴.

They are:

- Philosophical
- Operational
- Functional
- Field of practice; and
- Field of study

The philosophical perspective is a systematic expansion of peoples work related abilities, focused on the attainment of both organizational and personal goals. The operational perspective of HRD is an organizational unit or functional comprised of various activities and programs, and as a part of a larger organizational system called human resource management. HRD is also an occupation - a profession. People who work in the field see HRD as a set of tasks, a job and / or a career. The field is comprised of different roles and competencies that define a field of practice. Lastly, HRD can be viewed as a inter-disciplinary field which can be defined as "the study of how individuals and groups in organizations change through learning".

The HRD systems include:

- Individual counseling and coaching
- Group counseling and coaching
- Human engineering
- Simulation
- Career appraisal and planning
- Potential appraisal
- Sensitivity training
- Transactional analysis
- Planned progression
- Quality circles

Objective of the study:

A Study has been taken up to know the perceptions of selected respondents on training and development programmes of HRD centre of Heavy Plates and Vessels Plant (HP&VP), Visakhapatnam unit of Bharat Heavy Electricals Limited. The study focused on the identification of training needs of its personnel, organization of training and development programmes and the effectiveness of such programs.

The data relating to the study has been collected by executing a questionnaire among 240 respondents who have been selected by using stratified random sampling method. The average age of the respondents is 44 years. The respondents have fairly long work experience in their field of activity and knew more about the organization.

³Rao T.V., and Pareek U., *Designing and Managing Human Resource Systems*, Oxford & IBH, New Delhi, 1981 pp 137-139.

⁴Chalofsky N., "A Unifying definition of Human Resource Development Profession", *Human Resource Development*, Quarterly No.3.1992, pp.175-182.

The observations:

It is a passing remark by several employees that HRD personnel often overlook the real training needs. The HRD Centre organizes a certain number of training programs regardless of their utility and effectiveness both to the participants of training programs as well as to the organization.

Table -1: Respondents opinion on right person is deputed for right training programme

Employee Category (score)	Response Scale					Total	Weighted Mean	Z-Scale Value
	100% True (5)	75% True (4)	50% True (3)	25% True (2)	0% True (1)			
Executives	8	10	10	8	4	40	3.25	-1.02
Supervisors	6	3	1	0	0	10	4.50	-1.07
Workers	42	30	19	12	7	110	3.80	-0.67
Staff	6	8	7	5	14	40	2.68	-1.02
Contract Workers	9	6	5	6	4	30	3.33	-1.07
Women Workers	5	1	2	1	1	10	3.80	-1.17
Total	76	58	44	32	30	240	3.49	

Source: Primary Data

Deputing Right Person to Right Training Programme

$$\text{Executives: } [(8-8)^2+(10-8)^2+(10-8)^2+(8-8)^2+(1-8)^2]^{1/2} \\ = [0+4+4+0+49]^{1/2} = \sqrt{57/40} = 1.19$$

$$\text{Supervisors: } [(6-5)^2+(3-5)^2+(1-5)^2+(0-5)^2+(0-5)^2]^{1/2} \\ = [1+4+16+25+25]^{1/2} = \sqrt{71/10} = 2.66$$

$$\text{Workers: } [(42-22)^2+(30-22)^2+(19-22)^2+(12-22)^2+(7-22)^2]^{1/2} \\ = [400+144+9+100+226]^{1/2} = \sqrt{878/110} = 2.82$$

$$\text{Staff: } [(6-8)^2+(8-8)^2+(7-8)^2+(5-8)^2+(14-8)^2]^{1/2} \\ = [4+0+1+9+36]^{1/2} = \sqrt{50/40} = 1.12$$

$$\text{Contract Workers: } [(7-6)^2+(6-6)^2+(5-6)^2+(6-6)^2+(4-6)^2]^{1/2} \\ = [9+0+1+0+4]^{1/2} = \sqrt{14/30} = 0.683$$

$$\text{Women Workers: } [(5-2)^2+(1-2)^2+(2-2)^2+(1-2)^2+(1-2)^2]^{1/2} \\ = [9+1+0+1+1]^{1/2} = \sqrt{12/10} = 1.09$$

$$\text{Total: } [(76-48)^2+(58-48)^2+(44-48)^2+(32-48)^2+(30-48)^2]^{1/2} \\ = [784+100+64+256+324]^{1/2} = \sqrt{1528/240} = 2.52$$

$$\text{Executives: } \frac{X-\mu}{\sigma\sqrt{n}} = \frac{8-48}{2.52\sqrt{240}} = \frac{-40}{39.04} = -1.02$$

$$\text{Supervisors: } \frac{X-\mu}{\sigma\sqrt{n}} = \frac{5-48}{39.04} = \frac{-4}{39.04} = -1.07$$

$$\text{Workers: } \frac{X-\mu}{\sigma\sqrt{n}} = \frac{22-48}{39.04} = \frac{-26}{39.04} = -0.67$$

$$\text{Staff: } \frac{X-\mu}{\sigma\sqrt{n}} = \frac{8-48}{39.04} = \frac{-40}{39.04} = -1.02$$

$$\text{Contract Workers: } \frac{X-\mu}{\sigma\sqrt{n}} = \frac{6-48}{39.04} = \frac{-42}{39.04} = -1.07$$

$$\text{Women Workers: } \frac{X-\mu}{\sigma\sqrt{n}} = \frac{2-48}{39.04} = \frac{-46}{39.04} = -1.17$$

The identification of training needs depends on several factors. It is learnt that HRD Centre designs training programs primarily based on performance appraisal reports, discussions with the departmental heads and anticipated changes in the technology or customer needs. HPVP belong to job industry and production activity is largely based on customers' orders. Hence, the management needs to look at changes that may take place in the domestic as well as international markets.

The opinions of the respondents about the selection of right person for the right training program reveals that the HR department has taken utmost care to choose people for training all categories of

the selected respondents expressed that they have been chosen for right kind of training program. Hence, the general saying of HRD Centre designs training programmes irrelevant to the training needs is false.

Right Person's deputation to right training

$$\begin{aligned} \text{Executives: } & [(5-3.25)^2+(4-3.25)^2+(3-3.25)^2+(2-3.25)^2+(1-3.25)^2]^{1/2} \\ & = [3.0625+0.5625+0.0625+1.5625+5.0625]^{1/2} \\ & = \sqrt{10.3125} = 3.21 \\ & = 3.25 - \frac{3.21}{3.1} \\ & = 0.04/3.1 \\ & = 0.0129 \end{aligned}$$

When training programs are designed in accordance with the needs of employees, the chosen participants are expected their participation is serious and with high commitments. The information relating to this has been presented in table 2.

Table -2: Seriousness of Participants in the training programmes

Employee Category (score)	Respondents Scale (Commitment Level)					Total	Weighted Mean
	100% True (5)	75% True (4)	50% True (3)	25% True (2)	0% True (1)		
Executives	8	9	12	5	6	40	3.2
Supervisors	3	4	2	1	0	10	3.9
Workers	61	2	14	12	1	110	4.2
Staff	12	11	9	7	1	40	3.6
Contract Workers	12	7	6	3	2	30	3.8
Women Workers	4	3	1	2	0	10	3.9
Total	100	50	44	30	10	240	3.8

Source: Primary Data

Training should not be A ritual, it should be result oriented and the trainees should learn new techniques, gain knowledge, enhance skills from the training programs, otherwise there is no use of providing and organizing such training programs for the employees. It is clearly evident that about two thirds of the worker respondents opined that the training programs were designed with the right content and the HRD Centre conducts them with seriousness and with a clear goal. But supervisory category respondents felt the programs designed for them are not useful. Further, it is understood that the training programs designed for worker category personnel are aimed at skill development and with a vision to cope up for future challenges. Of course, the managerial cadre trainees expressed that the training and development programmes are not oriented to face the future challenges.

Career planning: The people working in an organization needs to know what they are doing for the firm? And the significance of his contribution towards attaining organization goals. They should be well informed about the long-term plans of the firm and the resultant growth of the Firm and the benefit the employees, may likely to get. This understanding trust between management and workers bring success to the organization. The commitment of employees leads to the development of the organization and helps the personnel to have a growth in their career.

Learning is not one-time process. It should be continuous, as there is no end for it. The present day world is not static, it is dynamic. Advancement of technology innovations, development of new managerial practices are being taking place. Therefore, employees need to know them. So the training programmes help them to understand the changing environment. The level of commitment of the respondents for continuous learning is presented in table 3:

Table -3: Level of Commitment of Respondents for continuous learning

Employee Category (score)	Respondents Scale					Total	Weighted Mean
	100% True (5)	75% True (4)	50% True (3)	25% True (2)	0% True (1)		
Executives	17	12	8	3	0	40	4.1
Supervisors	4	4	2	0	0	10	4.2
Workers	45	30	25	8	2	110	4.0
Staff	8	8	10	12	2	40	3.2
Contract Workers	15	8	7	0	0	30	3.8
Women Workers	4	4	2	0	0	10	1.2
Total	93	66	54	23	4	240	3.9

Source: Primary Data

Higher level commitment is noticed from supervisory cadre followed by executive cadre and worker cadre personnel. The success of an organization is said to be dependent largely on executives, supervisors and worker communities. The management of BHPV could not utilize its human resources effectively and efficiently owing to poor work orders from the customers.

A decade back BHPV is a quite a successful public sector enterprise. But its position became pathetic. The profit making enterprise faced serious problems of incurring losses, scarcity of funds and fall in work orders. The reasons for these pathetic conditions were:

- Technological advancement resulted in supplies and redundant technological advancement resulted in surplus and redundant manpower.
- To reduce the redundant employees BHPV offered voluntary retirement scheme (VRS).
- Talented manpower opted for VRS and joined in private sector competitive firms.
- Some were re-entered as work contractors

In the interest of the employees and as survival package BHPV was taken over by BHEL one of the Navratna Public Sector Enterprise. Under the new management and production of different products which are required by BHEL. The employees realized the need for training for their survival; they are again seriously participating and acquiring knowledge to cope up with the requirements of BHEL.

Training methods: Training programs are meant for developing the skills, knowledge and abilities to perform tasks in an effective and efficient manner. The potential skills of the employees have to utilize so that the enterprise may achieve efficiency in cost control, cost reduction, optimum utilization of resources and thereby improving profitability. The methods adopted to train the personnel influences the learning process in the organization. A few, 29 out of 240 selected respondents, have preferred off- the -job training and the rest of the respondents opined that on- the-job training is an important training method that helps to understand the practical situations and ways and means to get the solutions for the problems they may encounter.

In-house training: The HRD Centre takes care of obtaining the training needs of employees of various departments and scheduling of training programs according to the priorities. The training centre designs the curriculum of training by the in-house trainers or by hiring the services of outside consultants. The methods of training include lectures, case study analysis, simulation exercise, group discussions, role-plays, sensitivity analysis and in- basket methods. The weighted mean scores of the respondents on the methods have been elicited and presented in table 4.

Table 4: Training Methods: In-House Training

Method	Weighted Mean		Variance		F - Test Ratio (3/4)
	Executive 1	Workers 2	Executive 3	Workers 4	
Lecture	3.7	3.1	4.64	3.89	1.13
Case Study	3.9	2.0	3.89	3.80	1.02
Simulation	3.1	1.9	3.83	3.81	1.01
Group Discussion	3.4	3.5	4.43	4.70	0.90

Critical value at 5% is 1.96

Null Hypothesis (H_0): equal to the opinions of executives and workers are similar in respect of training methods adopted by the unit are effective.

Alternate Hypothesis (H_a): there is a significant difference in the opinion of executives and workers. As the calculated value (on Z scale) is lower than the table value (critical value) at 95% confidence or 5% significant level in all the cases of training methods, viz., lecture method ($1.13 < 1.96$), case study method ($1.02 < 1.96$), simulation method ($1.0 < 1.96$) and Group discussion method ($0.9 < 1.96$), the Null hypothesis is accepted. It means the respondents of both executive and workers opined that there is no significant difference between the training methods followed to train them.

Conclusion

It is observed that HP&VP Vishakhapatnam unit of BHEL had a full-fledged HRD Centre where around 85% of the training programs are conducted by in-house training personnel. The root of the programs is conducted by various institutions (outside) and HP & VP deputed the employees. Most of the employee respondents mention that HRD Centre rightly identifying the training needs and organize right kind of training to them. Most of the training programmes relate to Technology upgradation and learning of new technology. The positive side of HRD function in the worker category trainees forced to participate seriously in the training programs. There is no doubt that training is required to the employees at the work place.