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## **PERCEPTIONS OF EMPLOYEES ON TRAINING AND DEVELOPMENT IN RASTRIYA ISPAT NIGAM LIMITED**

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### **ABSTRACT**

*The study focuses on human resource development through employee training and development practices in Rastriya Ispat Nigam Limited (RINL), Visakhapatnam. Rastriya Ispat Nigam Limited (RINL), Visakhapatnam also called as Steel Plant, Visakhapatnam and Visakhapatnam Steel Plant. This article sheds light on the relationship between employee training and development practices with employees' performance and job satisfaction. The purpose of training and management development programmes is to improve employee capabilities and organizational capabilities. The aim of this article is to study employee training and development practices followed in Rastriya Ispat Nigam Limited, Visakhapatnam. It gives idea about various training and development programs carried in the RINL, type of training provided to employees and its benefits. It also focuses on employees' expectation and involvement in such type of training program. The objective of the study is to analyze the implementation of training and development practices in RINL, Visakhapatnam and its impact on perception of employees which leads to performance improvement and job satisfaction.*

*Training investment is returned in the form of more productive and effective employees and training and development programmes may be focused on individual performance or team performance. It is observed that the RINL following training and development practices create high job satisfaction level within employees and these employees are more committed towards better performance. Factors that can affect the effectiveness of training and development practices in lack of support from top management and peers, employees' individual attitudes, job-related factors and also the deficiencies in training practice. As there is need to reshape training and development system in RINL in order to have advancement, RINL should design training policies, training budgets and training programs.*

**Keywords:** human resource development, employees, performance, steel plant, job satisfaction

### **Introduction:**

Human resource management regards training and development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. Training and development can be described as an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees. The field has gone by several names, including "Human Resource Development", "Human Capital Development" and "Learning and Development". The name of the discipline has been debated, with the Chartered Institute of Personnel and Development in 2000 arguing that "human resource development" is too evocative of the master-slave relationship between employer and employee for those who refer to their employees as "partners" or "associates" to feel comfortable with. Eventually, the CIPD settled upon "learning and development", although that was itself not free from problems, "learning" being an over-general and ambiguous name, and most organizations referring to it as "training and development".

Training and development encompasses three main activities: training, education, and development.

- Training: This activity is both focused upon, and evaluated against, the job that an individual currently holds.
- Education: This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.
- Development: This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

### **RINL, Visakhapatnam:**

Rastriya Ispat Nigam Limited (RINL), Visakhapatnam is the biggest manufacturing unit of steel in Visakhapatnam. RINL called as Steel plant, Visakhapatnam and Visakhapatnam Steel plant. This is the industry where they make use of huge and heavy machinery for the production of steel.

This is located southwest of Visakhapatnam Harbour and it is about 26km from Visakhapatnam city. The Government of India decided to establish integrated steel plant in Public Sector Undertaking at Visakhapatnam with a view to give impetus to Industrial growth and to meet the aspirations of the people of south India. So, the foundation of the plant is laid down by late Smt. Indira Gandhi in 1971. The township and the plant are built in the area of 27,000 acres with the capacity of producing 2.656 MT of saleable steel.

### **Training and Development Practices in RINL:**

One of the primary objectives of the Companies to develop a well-knit personnel policy and a comprehensive personnel programme that will be result-oriented and to develop an organizational objectives. In accordance with this objective, Visakhapatnam Steel Plant has given considerable emphasis on development of human resources, as well as formulation and implementation of progressive personnel policies, systems, rules and procedures with an objective to synchronise organizational needs with individual aspirations, Since inception, Visakhapatnam Steel Plant has laid emphasis on effective man management as it subscribes to the belief 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. Visakhapatnam Steel Plant 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, Visakhapatnam Steel Plant encourages a participative approach. A career with Visakhapatnam Steel Plant will mark the beginning a quest for advancement. Visakhapatnam Steel Plant 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.

Training and Development Centre in Visakhapatnam Steel Plant was started in April 1981 to cater to the technical training needs while Centre for HRD was established in 1986 to conduct Management Training behaviour training Performance Management & Organisational research.

**Training & development center has the following facilities:**

- Classrooms: There are 5 well furnished & Air conditioned class rooms, a conference hall and 10 class rooms.
- Work Shop: A full-fledged workshop exists with a machine shop, fitting and assembling shop, welding shop, electrical shop, Hydraulics and Material handling section. Valves and pumps section, mechanical maintenance section, a carpentry shop to conduct skill development programs.
- Electronics Laboratory: A modern Electronic Laboratory consisting the following facilities for training & hands on practices. Analog & Digital Work Stations, Highly sophisticated equipment such as Micro Processors test kits, PLCs and digital drives etc.

- Personal Computer Laboratory: The lab has Pentium IV PCs where programmes on PC awareness, windows based mm packages, Flash, Autocad, Primavera, Photoshop, 3D Max etc. are conducted regularly. One more lab will be added during 2006-07.
- Central Library: An Air Conditioned Central Library which is catering to the knowledge and information needs of the entire organization. This library is using modern scientific system (such as UDC classification system for Books and Documents. It is equipped with well designed display facilities for journals, Periodicals, specifications, books etc. As on date the library has 25,215 books, 177 journals, entire set of India 18,600 standards & 234 international standards. E-journals service is a feather in its cap. Selected articles for various journals are regularly kept in T & DC portal. Central Library works in General Shift. Complete set of Indian standards available in Visakhapatnam Steel Plant Intranet for browsing & printing of various depts.
- Auditorium: A fully Air conditioned Auditorium with a seating capacity of 310 persons.
- Audio-Visual section: In line with the trend training centre has also separate Audio visual section with AV aids such as LCD Projectors, over-head projectors, 16mm film projector, Opaque film projector., sound slide projector system with synchronizing and dissolving units, P A system TV & VCR etc.
- Trainees Hostel: A trainees hostel, having 150 rooms which can accommodate 300 trainees, is situated in Sector-I, Ukkunagaram. The usual facilities like mess, recreation room and indoor games are also available in the hostel.

## **Training Schemes**

Freshers Training: Visakhapatnam Steel Plant recruits Engineers, Post Graduates in arts or science, Diploma holders, ITI Certificate holders as Management Trainee (Technical), Management Trainee (Admn), Senior Trainees, Junior Trainees respectively. After imparting appropriate training they are regularised.

Apprenticeship Training: Under the Apprenticeship Act 1961, Visakhapatnam Steel Plant is engaging Graduates in Engineering, Diploma holders and ITI Certificate holders and Intermediate (Vocational courses) qualified candidates as apprentices in liaison with Board of

Apprenticeship / Regional Directorate of Apprenticeship Training. There is no obligation by Industry to give employment.

Vocational Training: Students studying degree in Engineering, Information Technology Computer Science, etc. are given facilities to do Project work / undergo training for a period of 2 to 8 weeks as per the requirement of their university / Institution. They work on Projects mutually beneficial to individuals as well as Visakhapatnam Steel Plant. The requests for such training has to be given through the head of the institution. Training charges are payable to RINL by the students as per rules.

Employees Training: RINL is one of the few organisations where a definite HRD philosophy was evolved right from its inception stage. Two training advisory committees with Divisional heads as members regularly monitor, review and guide training and Development activities. HRD policy was adopted in the year 2002 reflecting the organization's Vision, Mission and Core Values which flows from Corporate Policies on HR, Quality, Occupational Health and Safety, Energy and Environment. Every year about 20,000 employees are trained in different

- Technological,
- Skill development,
- Computer based,
- Refresher,
- Safety and Health related, on the job training programmes, refresher training programs.

Training need analysis is carried out to decide on the nature of training programmes, no. of training programmes to be conducted in a financial year. Accordingly a calendar is prepared for the year. An on line information system called TRAINS (Training Information System) is in vogue to get the nominations from different depts., confirming the nominations and other related training activities. Foreign Training: Some Visakhapatnam Steel Plant employees based on the organisation needs are sent abroad to gain specialised knowledge by attending training programs, conferences, seminars, business trips etc. The whole activity is coordinated by T & DC.

Training for Other organisations: Visakhapatnam Steel Plant is a turn around company. It has become a role model to Indian industries in many fronts, particularly Steel sector. Many organisations look upto Visakhapatnam Steel Plant to get trained their employees. We extend necessary training facilities to them on payment basis. This training consists of classroom lectures as well as on the job training.

Comprehensive Managerial Course: Is conducted for Non-unionised supervisory cader in three phases. Phase one (Introduction course) is of 6-9 days duration. Phase two (foundation course) is of 17 weeks- part time, 6-8 pm. Phase three (Specilised Course) is of 14 weeks - part time, 6-8 p.m. This course consists of technical and non-technical subjects.

### **Trade Tests**

To facilitate career growth of the employees, Trade Tests are conducted to assess the knowledge and skill. These Trade Tests are conducted for promoting the employees from Khalasi / Helper to technician level and from technician level to chargemen level based on the trade test specifications. After promotion Non-Unionised Supervisory Cadre employees undergo a comprehensive Training to become eligible for executive cadre.

### **Training Services**

Training services are also offered to other industries. These are listed on the official web site of RINL [www.vizagsteel.com](http://www.vizagsteel.com). Annual training calendar is also displayed in this site.

Plant visits: T&DC is conducting/Plant visits on every Friday & Saturday to employees / students of different organisations and educational institutions. About 10,000 persons are visiting Visakhapatnam Steel Plant in a year.

Vikas dhara: A quarterly in house magazine called Vikasdhara is being published by T & DC. This gives an opportunity to Visakhapatnam Steel Plant employees to share their knowledge/experiences for the benefit of others.

## **Objectives of the Study:**

1. To know the training and development practices in RINL, Visakhapatnam.
2. To analyse the opinion on the part of the employees on training and development in RINL, Visakhapatnam.

## **Scope of the Study:**

The present study confines to training and development practices in RINL, Visakhapatnam. The study covers the opinion of the employees on training and development practices. In general it also tries to look into the interpersonal relations among the employees and other environment factors which can impact the relationship in an organization. And the opinion of the employees in respect of training and development and satisfaction and dissatisfaction levels of the employees.

## **Methodology for the Study:**

The primary data was collected through structured questionnaire on direct personal investigation method. The main source of primary data is the opinion of the employees in RINL, Visakhapatnam. The secondary data and information was collected from the annual reports, office records, documents, action plans and booklets of RINL, Visakhapatnam. Study relevant data was also procured from journals, periodicals, reference books, reports, records and other useful published and unpublished reports.

## **Sample size of the study:**

There are around 16,574 employees working at RINL, Visakhapatnam. Out of this total number, the researcher has taken a sample of one percent of the employees based on simple random sampling technique. Sample size is 165 respondents.



Staff group	No. of employees	One per cent sample from each group
Executives	3532	35
Non-executives	4313	43
Management trainees	7624	76
Junior officers	1105	11
Total	16574	165

## Employees' Opinion on Training and Development Programmes in RINL, Visakhapatnam:

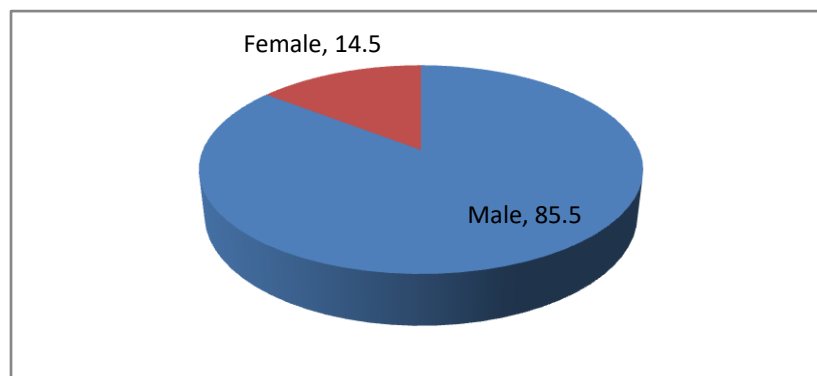
- **Gender wise classification:**

**Table-6.1: Gender wise classification of the respondents**

Gender	No. of respondents	Percentage
Male	141	85.5
Female	24	14.5
Total	165	100.0

Source: Field Survey

**Diagram-6.1: Gender Wise classification of the respondents**



From the above table it may be observed that, male respondents are more than female respondents. Out of 100 per cent respondents 85.5 per cent of the respondents were male and the remaining 14.5 per cent of the respondents were female.

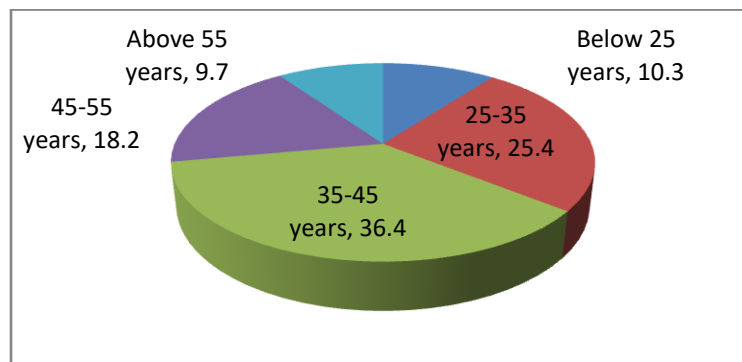
- **Age wise classification:**

**Table-6.2: Age wise classification of the employees**

Age	No. of respondents	Percentage
Below 25 years	17	10.3
25-35 years	42	25.4
35-45 years	60	36.4
45-55 years	30	18.2
Above 55 years	16	9.7
Total	165	100.0

Source: Field Survey

**Diagram-6.2: Age wise classification of the employees**



In RINL major portion of the respondents 36.4 per cent were in the age group of 35 to 45 years, about 25.4 per cent of the respondents were in the age group of 25 to 35 years, about 18.2 per cent of the respondents were in the age group of 45 to 55 years, about 10.3 per cent of the respondents were in the age group of below 25 years and the remaining 9.7 per cent of the respondents were in the age group of above 55 years.

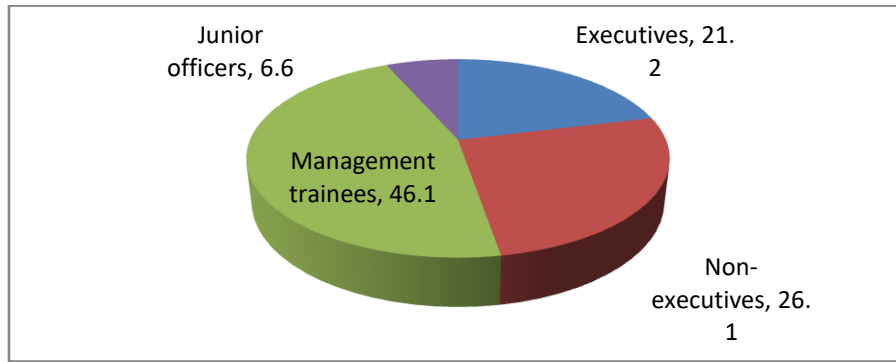
- **Group wise Employee classification:**

**Table-6.3: Group wise classification of the employees**

Staff group	No. of employees	One per cent sample from each group
Executives	35	21.2
Non-executives	43	26.1
Management trainees	76	46.1
Junior officers	11	6.6
Total	165	100.0

Source: Field Survey

**Diagram-6.3: Group wise classification of the employees**



In respect to the group wise classification of the respondents, about 21.2 per cent of the respondents were executives, about 26.1 per cent of the respondents were Non-executives, about 46.1 per cent of respondents were Management trainees, and the remaining 6.6 per cent of the respondents were junior officers in RINL. Majority of the respondents were management trainees in RINL, Visakhapatnam.

**Induction Training Programme:**

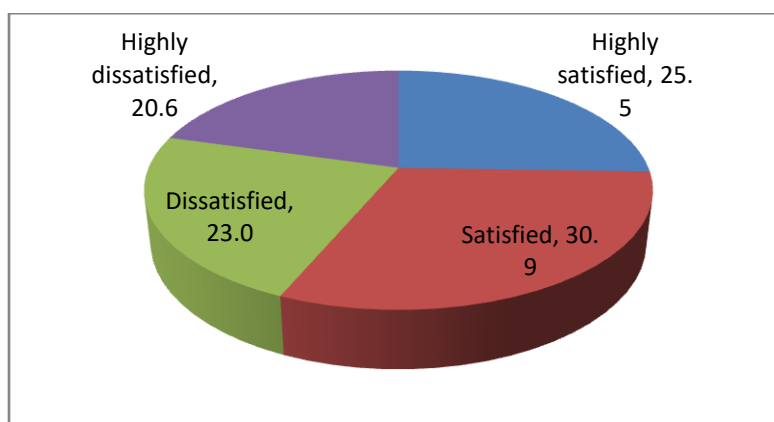
Induction or orientation is the process through which a new employee is introduced to the job and the organization. It is the process of reviewing and welcoming an employee when first time an employee joins a company and giving the basic information to the employee to settle down quickly and to start the work. Induction serves as a valuable source of information and socialization to the new recruits. The employees opined about induction training helped them to understand about company rules and regulations, company policy and procedures, about the organization structure and branches, entry and exit procedures, organization culture and ethics.

**Table-6.4: Level of satisfaction of the employees on Induction training programmes**

Level of Satisfaction	No. of Respondents	Percentage
Highly satisfied	42	25.5
Satisfied	51	30.9
Dissatisfied	38	23.0
Highly dissatisfied	34	20.6
Total	165	100.0

Source: Field Survey

**Diagram -6.4: Level of Satisfaction of the employees on Induction training programmes**



From the above table it can be observed that, about 25.5 per cent of the respondents were highly satisfied, about 30.9 per cent of the respondents were satisfied, about 23.0 per cent of the respondents were dissatisfied and the remaining 20.6 per cent of the respondents were highly dissatisfied with Induction training programmes in RINL. Hence, majority of the respondents in RINL were satisfied with Induction training programmes.

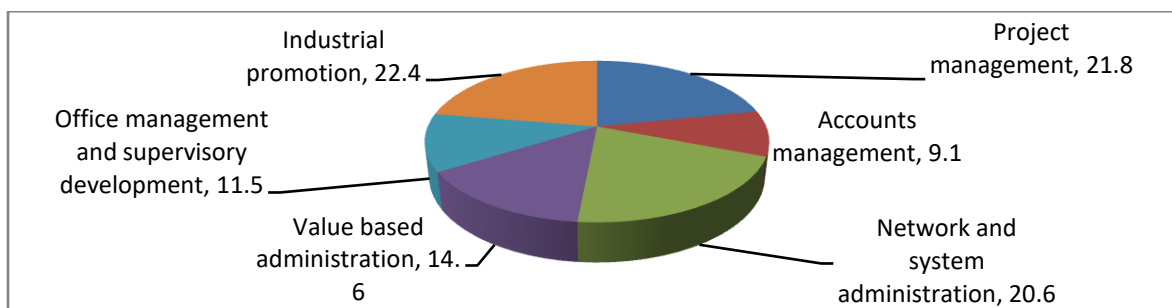
**On-job Training programmes:**

**Table-6.5: Different types of on-job training programmes attended by the employees**

Type of training programme	No. of respondents	Percentage
Project management	36	21.8
Accounts management	15	9.1
Network and system administration	34	20.6
Value based administration	24	14.6
Office management and supervisory development	19	11.5
Industrial promotion	37	22.4
Total	165	100.0

Source: Field Survey

**Diagram-6.5: Different types of on-job training programmes attended by the employees**



From the above table it can be observed that, about 21.8 per cent of the respondents have attended training on project management practices, about 9.1 per cent of the respondents have attended accounts management training practices, about 20.6 per cent of the respondents have attended Network and system administration training, about 14.6 per cent of the respondents have attended training on Value based administration, about 22.4 per cent of the respondents have attended training on Industrial promotion and about 11.5 per cent of the respondents have attended Office management and supervisory development. It may be observed that, all the (100%) respondents have attended on-job training programmes based upon the requirement.

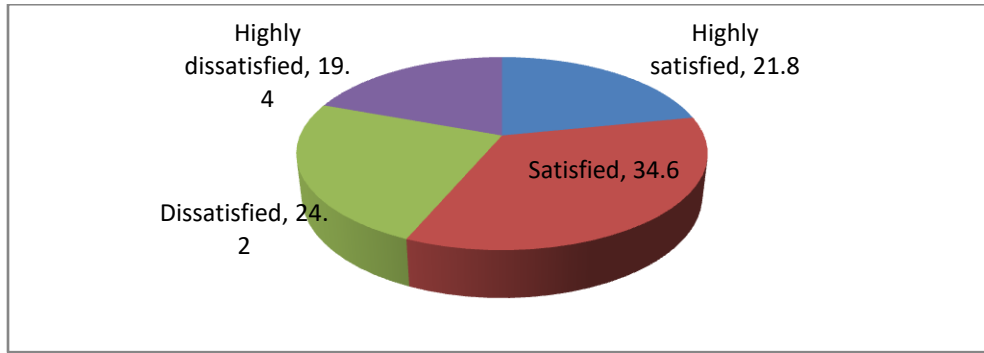
The researcher made an attempt to collect the level of satisfaction of employees on On-job training programmes.

**Table-6.6: Level of satisfaction of employees on on-job training programmes**

Level of Satisfaction	No. of Respondents	Percentage
Highly satisfied	36	21.8
Satisfied	57	34.6
Dissatisfied	40	24.2
Highly dissatisfied	32	19.4
Total	165	100.0

Source: Field Survey

**Diagram-6.6: Level of satisfaction of the employees on on-job training programmes**



From the above table it can be observed that, about 21.8 per cent of the respondents were highly satisfied, about 34.6 per cent of the respondents were satisfied, about 24.2 per cent of the respondents were dissatisfied and the remaining 19.4 per cent of the respondents were highly dissatisfied with on-job training programmes. Hence, majority of the respondents were satisfied with on-job training programmes in RINL.

#### **Refresher training programmes:**

Refresher training programmes are conducted in the organization to upgrade the knowledge and skills of the employees on their particular job content. Refresher training programmes assist to develop employee's internal skills and knowledge.

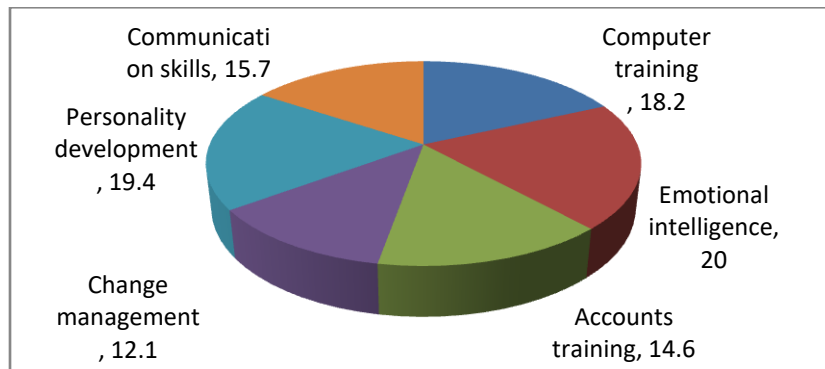
**Table-6.7: Different types of refresher training programmes attended by the employees**

<b>Type of training programme</b>	<b>No. of respondents</b>	<b>Percentage</b>
Computer training	30	18.2
Emotional intelligence	33	20.0
Accounts training	24	14.6
Change management	20	12.1
Personality development	32	19.4
Communication skills	26	15.7
Total	165	100.0

Source: Field survey

From the above table it can be observed that, about 18.2 per cent of the respondents have attended computer training, about 20.0 per cent of the respondents have attended training on emotional intelligence, about 14.6 per cent of the respondents have attended accounts training, about 12.1 per cent of the respondents have attended training on change management, about 19.4 per cent of the respondents have attended training on personality development, about 15.7 per cent of the respondents have attended training on communication skills.

**Diagram-6.7: Different types of refresher training programmes attended by the employees**



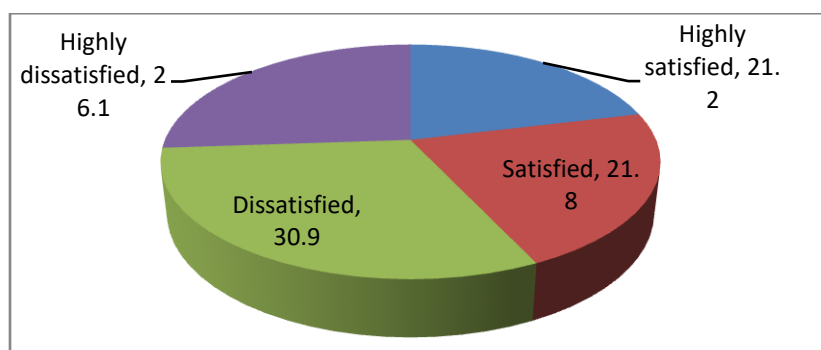
**Table - 6.8: Level of satisfaction of employees on refresher training programmes**

Level of Satisfaction	No. of Respondents	Percentage
Highly satisfied	35	21.2
Satisfied	36	21.8
Dissatisfied	51	30.9
Highly dissatisfied	43	26.1
Total	165	100.0

Source: Field survey

From the above table it can be observed that, about 21.2 per cent of the respondents were highly satisfied, about 21.8 per cent of the respondents were satisfied, about 30.9 per cent of the respondents were dissatisfied and the remaining 26.1 per cent of the respondents were highly dissatisfied with refresher training programmes in RINL. Hence, majority of the respondents were dissatisfied with refresher training programmes.

**Diagram-6.8: Level of Satisfaction of employees on refresher training programmes**



**External Training Programmes:**

External Training Programmes conducted in the organizations with the following objectives:

- Exposure to the employees about new methods of work, new technology and new environment.
- Updation of domain knowledge.
- Interactive learning from experiences of participants from other organizations.
- Net working with professionals in the field.
- To change the attitude towards new ideas, work culture, discipline and technology by seeing excellence.

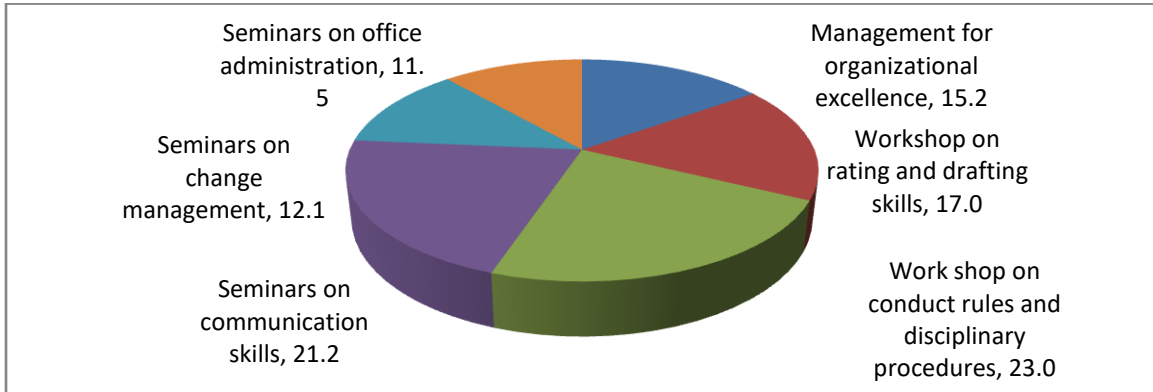
**Table-6.9: Different types of external training programmes attend by the employees**

Type of training programme	No. of respondents	Percentage
Management for organizational excellence	25	15.2
Workshop on rating and drafting skills	28	17.0
Work shop on conduct rules and disciplinary procedures	38	23.0
Seminars on communication skills	35	21.2
Seminars on change management	20	12.1
Seminars on office administration	19	11.5
Total	165	100.0

Source: Field survey



**Diagram 6.9: Different types of external training programmes attended by the employees**



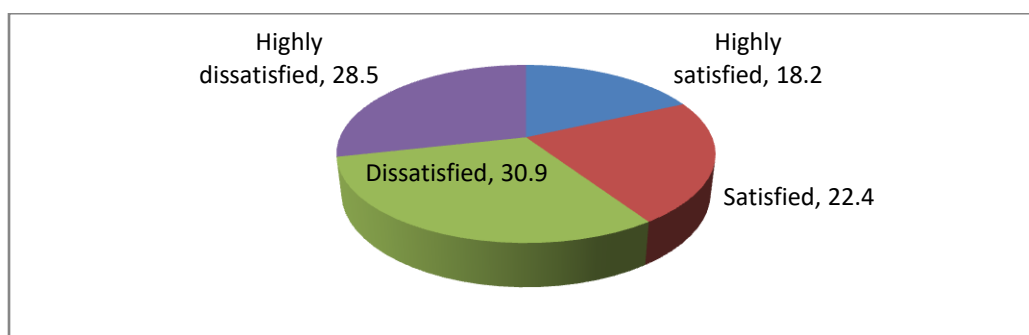
From the above table it can be observed that, about 15.2 per cent of the respondents have attended training programmes on management for organizational excellence, about 17.0 per cent of the respondents have attended workshop on noting and drafting skills, about 23.0 per cent of the respondents have attended workshop on conduct rules and disciplinary procedures, about 21.2 per cent of the respondents have attended seminars on communication skills, about 12.1 per cent of the respondents have attended seminars on change management and about 11.5 per cent of the respondents have attended seminars on office administration.

**Table-6.10: Level of satisfaction of employees on External training programmes**

Level of Satisfaction	No. of Respondents	Percentage
Highly satisfied	30	18.2
Satisfied	37	22.4
Dissatisfied	51	30.9
Highly dissatisfied	47	28.5
Total	165	100.0

Source: Field survey

**Diagram-6.10: Level of Satisfaction of the employees on external training programmes**



From the above table it can be observed that, about 18.2 per cent of the respondents were highly satisfied, about 22.4 per cent of the respondents were satisfied, about 30.9 per cent of the respondents were dissatisfied and the remaining 28.5 per cent of the respondents were highly dissatisfied with external training programmes. Hence, majority of the respondents were dissatisfied with external training programmes in RINL.

#### **Special training programmes:**

Special training programmes conducted in the organizations to enhance the skills and knowledge and employees on their specific job content. Special training programmes assist to develop confidence levels of the employees.

**Table-6.11: Different types of special training programmes attended by employees**

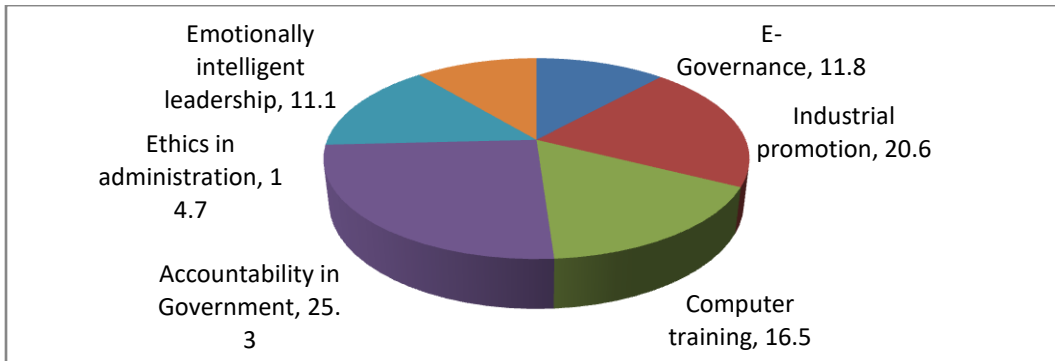
Types of training programmes	No. of respondents	Percentage
E-Governance	20	12.1
Industrial promotion	34	20.6
Computer training	27	16.4
Accountability in Government	42	25.5
Ethics in administration	24	14.5
Emotionally intelligent leadership	18	10.9
Total	165	100.0

Source: Field survey

From the above table it can be observed that, about 12.1 per cent of the respondents have attended special training on E-Governance, about 20.6 per cent of the respondents have attended training on industrial promotion, about 16.4 per cent of the respondents have attended computer training, about 25.5 per cent of the respondents have attended for training on Accountability in

Government, about 14.5 per cent of the respondents have attended training on Ethics in administration and 10.9 per cent of the respondents have attended training on emotional intelligence leadership.

**Diagram-6.11: Different types of special training programmes attended by the employees**

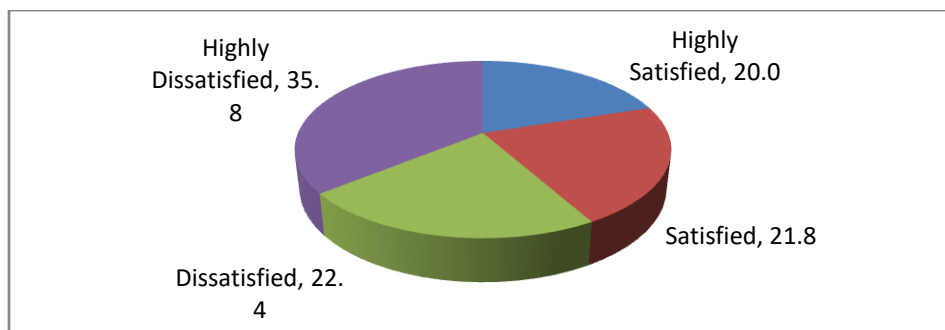


**Table-6.12: Level of Satisfaction of employees on special training programmes**

Level of satisfaction	No. of respondents	Percentage
Highly Satisfied	33	20.0
Satisfied	36	21.8
Dissatisfied	37	22.4
Highly Dissatisfied	59	35.8
Total	165	100.0

Source: Field survey

**Diagram-6.12: Level of Satisfaction of employees on Special training programmes**



From the above table it can be observed that about 20.0 per cent of the respondents were highly satisfied, about 21.8 per cent of the respondents were satisfied, about 22.4 per cent of the

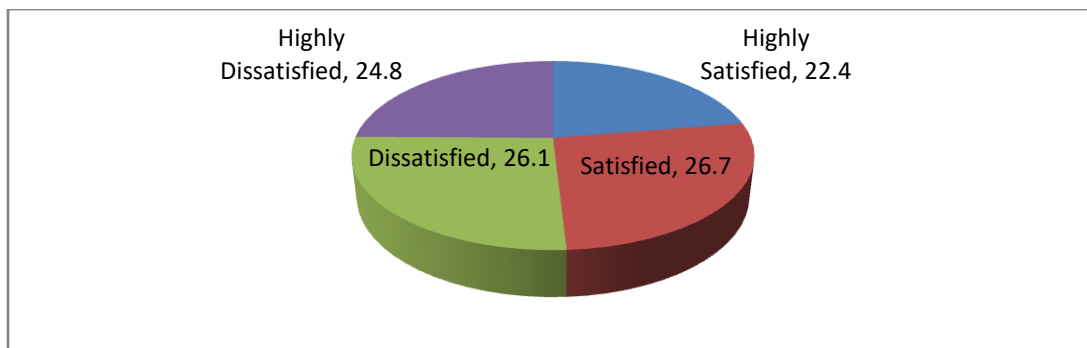
respondents were dissatisfied and the remaining 35.8 per cent of the respondents were highly dissatisfied with special training programmes. Hence, the majority of the respondents have dissatisfied with special training programmes in RINL, Visakhapatnam.

**Table-6.13: Level of Satisfaction of the employees on different training programmes**

Level of satisfaction	No. of respondents	Percentage
Highly Satisfied	37	22.4
Satisfied	44	26.7
Dissatisfied	43	26.1
Highly Dissatisfied	41	24.8
Total	165	100.0

Source: Field survey

**Diagram-6.13: Level of Satisfaction of the employees on different training programmes**



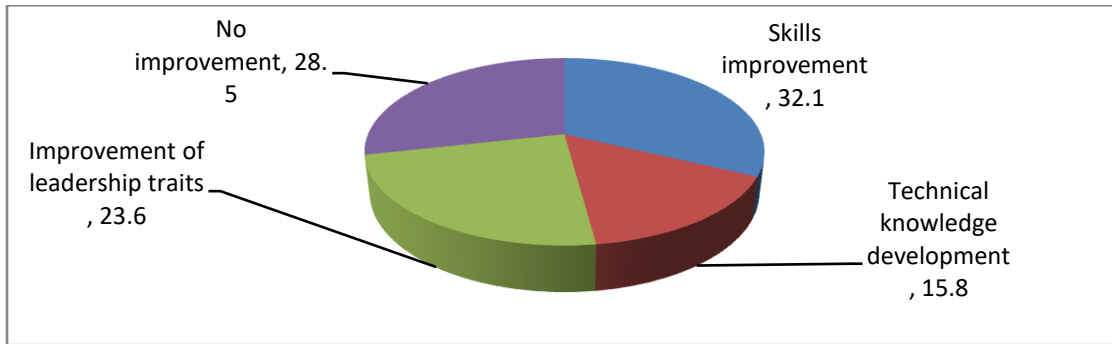
From the above table it can be observed that, about 22.4 per cent of the respondents were highly satisfied with training programmes, about 26.7 per cent of the respondents were satisfied with training programmes, about 26.1 per cent of the respondents have dissatisfied with training programmes and about 24.8 per cent of the respondents have highly dissatisfied with training programmes. Majority of the respondents in RINL have satisfied with training programmes.

**Table-6.14: Opinion of the employees on perceived benefits from the training programmes**

Perceived benefits	No. of respondents	Percentage
Skills improvement	53	32.1
Technical knowledge development	26	15.8
Improvement of leadership traits	39	23.6
No improvement	47	28.5
Total	165	100.0

Source: Field survey

**Diagram-6.14: Opinion of the employees on perceived benefits from the training programmes**



From the above table it may be observed that, about 32.1 per cent of the respondents have opined that the training programmes have provided improvement of skills among the employees, about 15.8 per cent of the respondents have opined that they have obtained technical knowledge development from the training programmes, about 23.6 per cent of the respondents have opined that they have obtained leadership qualities from the training programmes and about 28.5 per cent of the respondents have opined that, they have not obtained any improvement from the training programmes.

**Working environment as perceived by the employees in RINL, Visakhapatnam:**

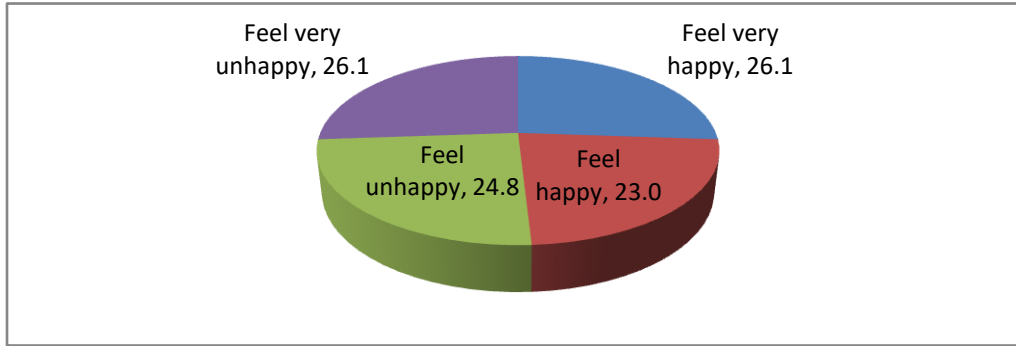
Working environment is a crucial factor in Human Resource Development. It reflects the attitude and commitment of the employees. It is a conducive and motivating factor to the employees. Employees enjoy their work because of encouraging environment conditions. Working environment is a very important factor if employee wants to contribute his efforts towards achievement of the organization goals. Good working environment includes the physical infrastructure, facilities and healthy human relations.

**Table-6.15: Opinion of the employees on working environment**

Opinion	No. of respondents	Percentage
Feel very happy	43	26.1
Feel happy	38	23.0
Feel unhappy	41	24.8
Feel very unhappy	43	26.1
Total	165	100.0

Source: Field survey

**Diagram-6.15: Opinion of the employees on working environment**



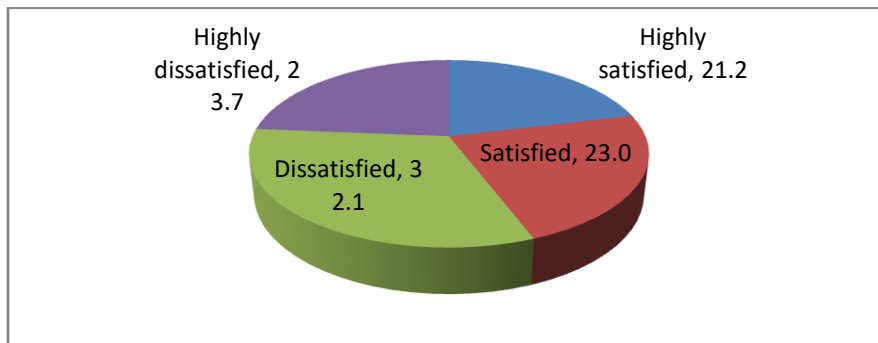
From the above table it may be observed that about 26.1 per cent of the respondents have opined that they felt very happy with working environment in RINL, about 23.0 per cent of the respondents have opined that they have felt happy for working environment, about 24.8 per cent of the respondents have opined that they felt unhappy with working environment and 26.1 per cent of the respondents have opined that they felt very unhappy with the working environment.

**Table no. 6.16: Level of satisfaction of employees on Training policy adopted by RINL**

Level of satisfaction	No. of respondents	Percentage
Highly satisfied	35	21.2
Satisfied	38	23.0
Dissatisfied	53	32.1
Highly dissatisfied	39	23.7
Total	165	100.0

Source: Field survey

**Diagram 6.15: Level of satisfaction of employees on Training policy adopted by RINL**



From the above table it can be observed that, about 21.2 per cent of the respondents have highly satisfied, about 22.9 per cent of the respondents have satisfied, about 32.4 per cent of the respondents have dissatisfied whereas the remaining 23.5 per cent of the respondents have highly dissatisfied with training policy. Hence, majority of the respondents have dissatisfied with training policy adopted by RINL.

### **Observations:**

- Majority of the respondents in RINL were satisfied with Induction training programmes.
- On-job training programme, majority of the respondents was satisfied in RINL.
- Majority of the respondents were dissatisfied with refresher training programmes.
- Majority of the respondents were dissatisfied with external training programmes in RINL.
- The majority of the respondents have dissatisfied with special training programmes in RINL, Visakhapatnam.
- Majority of the respondents in RINL have satisfied with training programmes
- It may be observed that the respondents have opined that they felt very happy with working environment in RINL.
- Majority of the respondents have dissatisfied with training policy adopted by RINL

### **Suggestions:**

- Induction programme which is vital and giving exposure and awareness about company rules and regulations, culture and ethics and entry, exit procedures to the newly recruited employees. It is not possible to gain full knowledge and awareness about induction training in short duration of time. Hence, it is suggested that the duration of induction training should be increased in RINL.
- It is suggested that, it is effective to enhance the time duration of on-job training programmes to the employees in RINL to have more knowledge about the task completion.

- Refresher training programmes give assistance to the employees to gain more skills and knowledge in their specialized areas. Hence, it is suggested that, in RINL employees should be nominated for refresher training and the traditional refresher training programmes should be redesigned. The process of training be made more scientific and practical oriented.
- External and special training programmes helped employees to have exposure, to acquire new knowledge and specific skills on particular task. Hence, it is suggest that, in RINL practical, technical and creative training programmes should be conducted and better to avoid general and theoretical programmes. The duration of the programmes should be enhanced.
- Most of the employees have opined there was no improvement from training programmes in RINL. Hence, it is suggested that target oriented training programmes should be designed and the outcome of the training should be effective.
- Working environment is a crucial factor in Human resource development. It reflects the attitude and commitment of the employees. It is a conducive and motivating factor to the employees. In RINL majority of employees have not satisfied with working environment. Hence, it is suggested that, provide motivated working environment to the employees.
- Further in order to compete in the global economy there is a need to critically examine the employee's based on these deficiencies one may have to go in for structuring and organisaing relevant training programmes followed by individual counseling in order to reduce deficiencies among the employees.
- It is believed that all the organisations in the world to long last in operational service have to bestow attention and create opportunities for lifelong learning on the part of the employees.

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