

Training and Development Programmes on Organizational Performance and the Role of Information Technology in the Training Programmes: A Conceptual study

With special reference to Visakhapatnam Steel Plant A.P. (RINL)

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ABSTRACT:

The aim of this paper is to present a conceptual study undertaken on the employee training and development programmes in organisations and the role of information technology in the training and development programmes. This paper sheds light on the positive outcomes of training and development programmes with the induction of information technology tools in the said programmes. Employees are the backbone of any organization and the growth and decay of the organization depends on the performance of its employees. Therefore organisations are investing substantial amounts on the training and development of their employees from managerial to workers levels, to yield tangible results on the production and marketing of their products. In the present paper, the conditions prevailing in Visakhapatnam steel plant (RINL, Rashtriya Isphat Nigam Limited) have been tested and possible authenticated information has been extracted by canvassing structured questionnaire among employees of the plant on the topic.

Keywords: Training and Development, Information Technology, RINL, Performance.

INTRODUCTION:

The present age is the age of advancements in the technological implements and spread of business on a global scale, it has become important for organizations to concentrate on training their employees at all levels to meet the country and global level challenges. Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone R.J., 2002, Human Resource Management 2nd Edition). The doctrine of training is a regular process of learning a sequence of programmed behaviour and application of knowledge, thus acquired on the current job. The resultant development of an organisation or a company is visible

through the exposure of its periodical and annual production performance. Training refers to a planned effort by an organization to facilitate employees learning of job related competencies and safety measures applicable. Development is often viewed as a broad, ongoing multi-faceted set of activities to bring an organization up to another threshold of performance. Training and development are not, a static activity of one time, on type solution. It is a dynamic function requiring different learning approaches, continuous improvement and feedback (G.PanduNaik, Training and Development, 2007).

Every organization, irrespective of the extent of its size or the nature of operations being undertaken by it, needs to provide training to its employees at various stages of their employment career for enhancing job related competencies. It is of vital importance for the managements of organisations to continuously evaluate and adopt technological advances which can help and boost production performance of their product. Training is the systematic development of the knowledge, skills and attitudes required by the individual to perform adequately a given task or job (Michael Armstrong, 2001, A Handbook of Human Resource Personal Management Practice 8th Edition).

The first and foremost need for manpower training is to renew and update knowledge and skills of employees to sustain their effective performance and also develop them to future positions of higher grades and responsibilities. Development envisages the employees improved job related production outcome as well as individual skills, development in all walks of life in respect of both male and female employees.

INFORMATION TECHNOLOGY BASED TRAINING PROGRAMMES:

With the emergence of Information Technology, Business Schools, Organisations, Governments at state and central level use I.T. to enable processes, achieve goals, automate processes, and serve customers internal and external at low cost. The induction of I.T. based training enables the organisations to use the tools and techniques effectively which are impossible to use manually. E-Learning will not render the trainers jobless by its revolutionary growth in these modern days. A computer system of training inculcated in training programmes by many large organisations have enabled them to take advantage of the information explosion in various ways in their training programmes. Organisations incessantly develop training frameworks that exploit information technology to produce and boost various business strategies and latest know how of technological changes. One of the halves of Information Technology is software comprises computer programs,

operating systems, websites and other half of I.T. is Hardware, which includes computers, networking devices, printers, scanners, servers and removable storage devices. Effective I.T. based training is most valuable deposit in management of workforce to optimum utilization and development in organisational performance. It focus on helping the firm to accomplish its aims and is able to show clearly how this function contributes to the organizational profits (Fonda.N and Buckton.K., 1995, Reviewing the personnel function, London Institute of personnel and development). The present study is confined to the Training and Development on organizational performance and the role of Information Technology in the Training Programmes: A Conceptual study with special reference to Visakhapatnam Steel Plant (RashtriyaIspat Nigam Limited, RINL).

II.REVIEW OF LITERATURE:

Various studies at national and international levels with regard to training and development programmes also with emphasis to the impact of information technology. There is abundant literature available on training and development in organisational performance. With the rapid technological development world-wide traditional methods in existence are increasing and unable to meet the demand thus created. The induction of information technology in the programmes has been under execution since recent years. A computerized system of training provides on the spot accurate data for the purpose of control and decision making capabilities. Most of the large organisations have opted for technology based training programmes designed to reach their wider business planning and strategy implementation. The new understanding of Technology Based Learning (TBL) systems and its applications to training systems make the new training methods attractive to the aspiring companies. Prof.V.D.Dudeja (2001), elaborated the need of information technology for the industrial growth through optimum utilization and development of human resources in the organization. He also contemplated different aspects relating to Human resource challenges of I.T., human resources aspects like taking easy routes, actions that are required to achieve transformation along with enabling computing technological skills and challenges. N.Upadhyaya(1992) studied various benefits of computer oriented systems which helps the organization for increasing its efficiency in developing interactions between top management and lower level management.

Prof. Harish Kumar and Alpana Mishra (2000) discussed on human resources beveraging through information technology. It has been stressed in their article that performance appraisal,

effective training programmes, communication techniques are evidently improving by the information technology only in H.R. environment.

Computer based training is generally less expensive than putting an instructor in a class room of trainees. The low cost to deliver information gives the company flexibility in scheduling training, so that it can be delivered in smaller doses, so material is easier to remember (Johnson, Richard.B).

INDIVIDUAL BENEFITS OF TRAINING AND DEVELOPMENT PROGRAMME:

Employees get several benefits from training and development programme imparted by the organization. They taught various soft and technical skills. Fresh university graduates inducted to jobs should invariably acquaint the required skills to perform the job assignments entrusted to them. Training and development programmes infuse the required skills and knowledge to the young professionals as well as the employees on rolls of the organization. Trained employees realize that training programmes facilitate them to superior duties and fetch higher remuneration. Training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose. Any training and development programme must contain inputs, which enable the participants to gain the required skills learn theoretical concepts and help acquiring vision to look into the distant future. In addition to these, there is a need to impart ethical orientation, emphasize on attitudinal changes and stress upon decision making and problem solving capabilities (T.D.Tiwari and Ms. Aniya Thakkar (2005).

ORGANISATIONAL BENEFITS FROM TRAINING AND DEVELOPMENT PROGRAMME:

Organisations of the present day world tend to invest substantial amounts on training and development programmes to their employees from managerial to workers levels. Training is needed to every employee of the organization to meet the challenges of present and future goals. The goal of all job related training programmes aims at achieving long term improvement in the skills of the employees to do their jobs satisfactorily. Training is not the end itself but a means to an end. In most cases the trainee is sponsored by an organization and assumed that this training will cater to the needs of the individuals development in consistence with the organizational needs (Kirti Shiva Kumar and VijaiCapriham, 2003).

Successful Employee training and development programmes evidently increase the profits of the organisations. Further such organisations can improve their picture-esque as a best employer in

the job market. As a result there will be great competition for jobs in the organization and the organization can choose suitable candidates. The organization which execute such regular and successful training and employee development programmes yield to employee's retention since the experienced employee's retention with the organization is of vital importance. In the present study reference viz., Visakhapatnam Steel Plant (RINL, RashtriyaIsphat Nigam Limited), that there is a regular training school within the plant area where the training programmes are scheduled for the whole year before hand. With successful training programmes the Visakhapatnam Steel Plant is going ahead with the vision statement articulated as "To be the most efficient steel maker having the largest single location shore based steel plant in the country", with year wise growth of the steel production.

HYPOTHESIS DEVELOPMENT:

Hypothesis development factor is very important since acceptance or the rejection of the hypothesis depends on the significance and outcome of the study conducted by the researcher. Keen observation, creative thinking, wit, imagination, vision, insight and sound judgement are of greater importance in setting up reasonable hypothesis (Johnson, Earl s., 1956). Lundberg G. A (1942) defines hypothesis as "a tentative generalization, the validity of which remains to be tested".

The present study intends to provide insight into the genesis and concept of Training and Development Programmes on Organizational Performance and the Role of Information Technology in the training programmes with special reference to the training programmes in Visakhapatnam Steel Plant, A.P (RINL). In the process of the study, the following factors have been observed.

1. There is no significant difference of opinion between male and female employees on T &D programmes with Information Technology components.
2. There is no significance difference of opinion among the employees with different educational qualifications about IT added T & D Programmes.
3. I.T based Training & Development programmes have significant effect on the organizational performance of Visakhapatnam Steel Plant.

To test whether there is significance difference towards opinion of employees on IT based training across the above mentioned factors the test used is Chi-Square test.

The test statistic is $\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i} \sim \chi_{n-1}^2$.

The null hypothesis was tested at 5% level of significance. If the calculated values of χ^2 is more than p-value (0.05) one has to accept null hypothesis otherwise reject the null hypothesis.

METHODOLOGY:

The primary data has been collected from 450 Visakhapatnam steel plant employees through observation and a structured questionnaire. The information regarding training process is obtained through face to face interviews with Directors, managers and executives. Through such interactions the researcher identified the tools for gathering required information about the I.T based training programmes in the plant and their out-come. The analysis in the foregoing paras was made on the basis of information obtained from the respondents. Percentages and mean scores were calculated wherever required and employees' opinion among the sample survey is given in the following tables.

Table 1 :Distribution of Employees Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-35	65	14.4	14.4	14.4
	36-45	138	30.7	30.7	45.1
	Above 45	247	54.9	54.9	100.0
	Total	450	100.0	100.0	

Source: Field Study

Table 1 specifies the age distribution of the employees who are taking training programs in the organization. From the above table it is observed that 85.6 percent of the employees taking training are possessing age above 36 years. Out of these employees most of them 54.9 percent belong to the age above 45 years and 30.7 percent are between 36 to 45 years of age. It is also observed that very few employees 14.4 percent are between 26 to 35 years of age. Thus it can be inferred that all the employees of different age groups are undergoing trainings given by the organization.

Table 2: Distribution of Employees Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	433	96.2	96.2	96.2
	Female	17	3.8	3.8	100.0
	Total	450	100.0	100.0	

Source: Field Study

Table 2 specifies the distribution of gender of employees who are taking training programs in the organization. From the above table it is observed that among the employees taking training 96.2 percent are males and the rest 3.8 percent are female employees. It can be inferred that most of the employees who are undergoing trainings are males as there were more male employees than females working in the organization.

Table 3: Distribution of Employees Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under Graduate	243	54.0	54.0	54.0
	Graduate	144	32.0	32.0	86.0
	Post Graduate	52	11.6	11.6	97.6
	Others	11	2.4	2.4	100.0
	Total	450	100.0	100.0	

Source: Field Study

Table 3 specifies the distribution of employee qualification who are taking training programs in the organization. From the above table it is observed that 87.6 percent of the employees are graduates and post graduates. Out of these employees 54 percent are under graduate, 32 percent are graduates and 11.6 percent are post graduates. Very few employees 2.4 percent are having other qualification. It can be inferred that the majority of the employees are under Graduates.

Table 4 : Distribution of Employees Job Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Worker	150	33.3	33.3	33.3
	Supervisor	150	33.3	33.3	66.7
	Executive	150	33.3	33.3	100.0
	Total	450	100.0	100.0	

Source: Field Study

Table 4 specifies the distribution of employee job position who is taking training programs in the organization. It is observed that an equal amount of 33.3 percent of each cadre employees namely worker, supervisor and executive were considered.

Table 5 : Distribution of Employees Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	48	10.7	10.7	10.7
	6-10	64	14.2	14.2	24.9
	11-20	85	18.9	18.9	43.8
	Above 20	253	56.2	56.2	100.0
	Total	450	100.0	100.0	

Source: Field Study

Table 5 specifies the distribution of employee experience who is taking training programs in the organization. From the above table it is observed that most of the employees 56.2 percent are having above 20 years of experience. Whereas 18.9 percent have 11 - 20, 14.2 percent have 6 - 10 and 10.7 percent have 1-5 years of work experience in this organization. It can also be inferred that approximately 56 percent are having more than 20 years of experience in the organization indicating loyalty of the employees.

Table 6: Age* Opinion on Information Technology based training

S. No	Attributes	Age	No. of Responses					Total	Mean Score	Chi-Square Value	P-Value
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree				
1	IT Based Training Enhances The Ability Of The Individual	26-35	33	24	7	0	1	65	4.35	33.564	0.000
		36-45	111	20	2	2	3	138	4.70		
		Above 45	190	46	10	1	0	247	4.72		
		Total	334	90	19	3	4	450	4.66		
2	IT Based Training Focus On Skill Development	26-35	22	36	7	0	0	65	4.23	30.045	0.000
		36-45	90	43	2	3	0	138	4.59		
		Above 45	116	118	12	1	0	247	4.41		
		Total	228	197	21	4	0	450	4.44		
3	IT Based Training Worthwhile	26-35	22	35	8	0	0	65	4.22	27.280	0.000
		36-45	88	43	4	3	0	138	4.57		
		Above 45	110	121	14	2	0	247	4.37		
		Total	220	199	26	5	0	450	4.41		
4	IT Based Training Does Not Need Further Change	26-35	25	32	6	2	0	65	4.23	17.053	0.030
		36-45	83	40	10	5	0	138	4.46		
		Above 45	106	114	22	4	1	247	4.30		
		Total	214	186	38	11	1	450	4.34		
5	Adequate It Training Is Given In Your Working Area	26-35	35	24	5	1	0	65	4.43	14.538	0.069
		36-45	99	24	9	5	1	138	4.56		
		Above 45	159	50	29	7	2	247	4.45		
		Total	293	98	43	13	3	450	4.48		
6	Adequate Safety Measures Are Taught In The IT Based Training Programmes	26-35	35	21	8	1	0	65	4.38	11.741	1.63
		36-45	100	21	12	2	3	138	4.54		
		Above 45	167	45	28	4	3	247	4.49		
		Total	302	87	48	7	6	450	4.49		
7	The Safety Measures Taught Are Well Designed And Easily Accessible	26-35	37	19	9	0	0	65	4.43	14.762	0.22
		36-45	100	24	8	6	0	138	4.58		
		Above 45	160	54	30	3	0	247	4.50		
		Total	297	97	47	9	0	450	4.52		

8	Facing Any Problem During It Based Training	26-35	12	4	3	46	0	65	2.72	40.815	0.000
		36-45	69	13	4	52	0	138	3.72		
		Above 45	84	48	20	95	0	247	3.49		
		Total	165	65	27	193	0	450	3.45		
9	IT Based Training Helpful In Managing In Your Work	26-35	43	16	6	0	0	65	4.57	7.132	0.522
		36-45	101	25	6	5	1	138	4.59		
		Above 45	174	55	10	7	1	247	4.60		
		Total	318	96	22	12	2	450	4.59		
10	Skill Requirement Reached After Training	26-35	26	26	11	2	0	65	4.17	46.757	0.000
		36-45	94	43	0	1	0	138	4.67		
		Above 45	116	118	10	2	1	247	4.40		
		Total	236	187	21	5	1	450	4.45		
11	Presentation Skill Enhanced	26-35	25	26	12	2	0	65	4.14	50.426	0.000
		36-45	89	48	1	0	0	138	4.64		
		Above 45	110	125	10	1	1	247	4.38		
		Total	224	199	23	3	1	450	4.43		
12	Usage Of Internet And Intranet Skills Are Enhanced	26-35	25	25	15	0	0	65	4.15	43.908	0.000
		36-45	89	45	4	0	0	138	4.62		
		Above 45	106	124	15	1	1	247	4.35		
		Total	220	194	34	1	1	450	4.40		
13	Enough Practice Given During Training	26-35	26	26	13	0	0	65	4.20	34.184	0.000
		36-45	82	50	5	0	1	138	4.54		
		Above 45	91	130	20	4	2	247	4.23		
		Total	199	206	38	4	3	450	4.32		
14	The Training Programme Relevant To Your Job Specifications	26-35	26	26	13	0	0	65	4.20	34.770	0.000
		36-45	83	47	7	0	1	138	4.53		
		Above 45	86	127	26	6	2	247	4.17		
		Total	195	200	46	6	3	450	4.28		
15	Training Updated Periodically	26-35	26	28	11	0	0	65	4.23	27.790	0.001
		36-45	85	44	7	1	1	138	4.53		
		Above 45	90	120	31	2	4	247	4.17		
		Total	201	192	49	3	5	450	4.29		

16	The Time Spent In It Based Training More Productive	26-35	34	17	14	0	0	65	4.31	27.470	0.001
		36-45	109	21	6	1	1	138	4.71		
		Above 45	165	56	18	4	4	247	4.51		
		Total	308	94	38	5	5	450	4.54		
17	The IT Based Training Methods Fulfill The Needs Of The Employee As Well As The Organization	26-35	36	20	9	0	0	65	4.42	22.406	0.004
		36-45	112	20	4	2	0	138	4.75		
		Above 45	162	54	24	4	3	247	4.49		
		Total	310	94	37	6	3	450	4.54		
18	Training Continuous And Integrated Process	26-35	27	30	8	0	0	65	4.29	21.636	0.006
		36-45	86	45	4	2	1	138	4.54		
		Above 45	106	111	19	9	2	247	4.26		
		Total	219	186	31	11	3	450	4.35		
19	Computerized Managed Instruction Training Given	26-35	28	26	9	2	0	65	4.23	18.421	0.018
		36-45	85	42	6	3	2	138	4.49		
		Above 45	108	110	16	8	5	247	4.25		
		Total	221	178	31	13	7	450	4.32		

Source: Field Study

From table 6 it is observed that mean score of employees in the age group 36-45 is more for the component that IT based training fulfill the need of the employee as well as the employer. And less for facing any problem during IT based training. It is also observed that there is significance difference in the opinion of training for the components adequate training is given in working area, adequate safety measures are taught in the training programmes, the safety measures taught are well designed and easily accessible, training is helpful in managing work and computerized managed instruction are given across age of employees. And for the rest of the components there is no significance difference in the opinion across age.

Table 7: Gender * Opinion on Information Technology based training

S.No	Attributes	Gender	No. of Responses					Total	Mean Score	Chi-Square Value	P-Value
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree				
1	IT Based Training Enhances The Ability Of The Individual	Male	324	85	18	3	3	433	4.67	6.536	0.163
		Female	10	5	1	0	1	17	4.35		
		Total	334	90	19	3	4	450	4.66		
2	IT Based Training Focus On Skill Development	Male	222	186	21	4	0	433	4.45	3.573	0.311
		Female	6	11	0	0	0	17	4.35		
		Total	228	197	21	4	0	450	4.44		
3	IT Based Training Worthwhile	Male	214	188	26	5	0	433	4.41	3.561	0.313
		Female	6	11	0	0	0	17	4.35		
		Total	220	199	26	5	0	450	4.41		
4	IT Based Training Does Not Need Further Change	Male	208	177	36	11	1	433	4.34	1.836	0.766
		Female	6	9	2	0	0	17	4.24		
		Total	214	186	38	11	1	450	4.34		
5	Adequate It Training Is Given In Your Working Area	Male	284	93	40	13	3	433	4.48	2.713	0.607
		Female	9	5	3	0	0	17	4.35		
		Total	293	98	43	13	3	450	4.48		
6	Adequate Safety Measures Are Taught In The IT Based Training Programmes	Male	293	82	45	7	6	433	4.50	2.774	0.596
		Female	9	5	3	0	0	17	4.35		
		Total	302	87	48	7	6	450	4.49		
7	The Safety Measures Taught Are Well Designed And Easily Accessible	Male	286	92	46	9	0	433	4.51	1.216	0.749
		Female	11	5	1	0	0	17	4.59		
		Total	297	97	47	9	0	450	4.52		
8	Facing Any Problem During It Based Training	Male	159	61	26	187	0	433	3.44	1.257	0.739
		Female	6	4	1	6	0	17	3.59		
		Total	165	65	27	193	0	450	3.45		
9	IT Based Training Helpful In Managing In Your Work	Male	308	90	22	11	2	433	4.60	3.592	0.464
		Female	10	6	0	1	0	17	4.47		
		Total	318	96	22	12	2	450	4.59		
10	Skill Requirement Reached After Training	Male	230	177	20	5	1	433	4.45	2.55	0.636
		Female	6	10	1	0	0	17	4.29		
		Total	236	187	21	5	1	450	4.45		
11	Presentation Skill Enhanced	Male	218	190	21	3	1	433	4.43	2.736	0.603
		Female	6	9	2	0	0	17	4.24		
		Total	224	199	23	3	1	450	4.43		
12	Usage Of Internet And Intranet Skills Are Enhanced	Male	214	185	32	1	1	433	4.41	1.557	0.817
		Female	6	9	2	0	0	17	4.24		
		Total	220	194	34	1	1	450	4.40		
13	Enough Practice Given During Training	Male	193	197	36	4	3	433	4.32	1.022	0.906
		Female	6	9	2	0	0	17	4.24		
		Total	199	206	38	4	3	450	4.32		
14	The Training Programme Relevant To Your Job Specifications	Male	189	193	42	6	3	433	4.29	3.72	0.445
		Female	6	7	4	0	0	17	4.12		
		Total	195	200	46	6	3	450	4.28		
15	Training Updated Periodically	Male	195	182	48	3	5	433	4.29	2.149	0.708
		Female	6	10	1	0	0	17	4.29		
		Total	201	192	49	3	5	450	4.29		
16	The Time Spent In It Based Training More Productive	Male	299	89	35	5	5	433	4.55	3.399	0.493
		Female	9	5	3	0	0	17	4.35		
		Total	308	94	38	5	5	450	4.54		
17	The IT Based Training Methods Fulfill The Needs Of The Employee	Male	301	90	33	6	3	433	4.57	6.099	0.192
		Female	9	4	4	0	0	17	4.29		

	As Well As The Organization	Total	310	94	37	6	3	450	4.56		
18	Training Continuous And Integrated Process	Male	213	178	28	11	3	433	4.36	4.307	0.366
		Female	6	8	3	0	0	17	4.18		
		Total	219	186	31	11	3	450	4.35		
19	Computerized Managed Instruction Training Given	Male	214	170	29	13	7	433	4.32	1.873 ^a	0.759
		Female	7	8	2	0	0	17	4.29		
		Total	221	178	31	13	7	450	4.32		

Source: Field Study

From table 7 it is observed that mean score of total employees is more for the component that IT based training enhances the ability of the individual and less for facing any problem during IT based training. The same is observed with male and female employees too. It is also observed that there is no significance difference in various components of opinion on IT based training across gender

Table 8: Qualification * Opinion on Information Technology based training

S. No	Attributes	Experience	No. of Responses					Total	Mean Score	Chi-Square Value	P-Value
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree				
1	IT Based Training Enhances The Ability Of The Individual	Under Graduate	193	42	7	0	1	243	4.75	24.077	0.020
		Graduate	96	35	9	3	1	144	4.54		
		Post Graduate	34	13	3	0	2	52	4.48		
		Others	11	0	0	0	0	11	5.00		
		Total	334	90	19	3	4	450	4.66		
2	IT Based Training Focus On Skill Development	Under Graduate	119	113	10	1	0	243	4.44	13.138	0.156
		Graduate	78	57	6	3	0	144	4.46		
		Post Graduate	22	25	5	0	0	52	4.33		
		Others	9	2	0	0	0	11	4.82		
		Total	228	197	21	4	0	450	4.44		
3	IT Based Training Worthwhile	Under Graduate	111	117	14	1	0	243	4.39	13.884	0.127
		Graduate	75	58	7	4	0	144	4.42		
		Post Graduate	25	22	5	0	0	52	4.38		
		Others	9	2	0	0	0	11	4.82		
		Total	220	199	26	5	0	450	4.41		
4	IT Based Training Does Not Need Further Change	Under Graduate	115	111	15	2	0	243	4.40	23.176	0.026
		Graduate	68	51	15	9	1	144	4.22		
		Post Graduate	24	22	6	0	0	52	4.35		
		Others	7	2	2	0	0	11	4.45		

		Total	214	186	38	11	1	450	4.34		
5	Adequate It Training Is Given In Your Working Area	Under Graduate	180	39	18	6	0	243	4.62	35.098	0.000
		Graduate	74	47	14	6	3	144	4.27		
		Post Graduate	30	12	9	1	0	52	4.37		
		Others	9	0	2	0	0	11	4.64		
		Total	293	98	43	13	3	450	4.48		
6	Adequate Safety Measures Are Taught In The IT Based Training Programmes	Under Graduate	188	34	19	2	0	243	4.68	45.616	0.000
		Graduate	75	43	17	3	6	144	4.24		
		Post Graduate	30	10	10	2	0	52	4.31		
		Others	9	0	2	0	0	11	4.64		
		Total	302	87	48	7	6	450	4.49		
7	The Safety Measures Taught Are Well Designed And Easily Accessible	Under Graduate	183	37	22	1	0	243	4.65	30.461	0.000
		Graduate	78	44	16	6	0	144	4.35		
		Post Graduate	27	14	9	2	0	52	4.27		
		Others	9	2	0	0	0	11	4.82		
		Total	297	97	47	9	0	450	4.52		
8	Facing Any Problem During It Based Training	Under Graduate	92	24	9	118	0	243	3.37	32.134	0.000
		Graduate	44	31	9	60	0	144	3.41		
		Post Graduate	22	10	7	13	0	52	3.79		
		Others	7	0	2	2	0	11	4.09		
		Total	165	65	27	193	0	450	3.45		
9	IT Based Training Helpful In Managing In Your Work	Under Graduate	200	31	9	3	0	243	4.76	44.148	0.000
		Graduate	80	45	9	8	2	144	4.34		
		Post Graduate	29	18	4	1	0	52	4.44		
		Others	9	2	0	0	0	11	4.82		
		Total	318	96	22	12	2	450	4.59		
10	Skill Requirement Reached After Training	Under Graduate	119	113	10	1	0	243	4.44	17.766	0.123
		Graduate	81	52	6	4	1	144	4.44		
		Post Graduate	27	20	5	0	0	52	4.42		
		Others	9	2	0	0	0	11	4.82		

		Total	236	187	21	5	1	450	4.45		
11	Presentation Skill Enhanced	Under Graduate	119	109	14	1	0	243	4.42	10.033	0.613
		Graduate	76	61	4	2	1	144	4.45		
		Post Graduate	22	25	5	0	0	52	4.33		
		Others	7	4	0	0	0	11	4.64		
		Total	224	199	23	3	1	450	4.43		
12	Usage Of Internet And Intranet Skills Are Enhanced	Under Graduate	115	112	15	1	0	243	4.40	8.935	0.708
		Graduate	74	57	12	0	1	144	4.41		
		Post Graduate	24	21	7	0	0	52	4.33		
		Others	7	4	0	0	0	11	4.64		
		Total	220	194	34	1	1	450	4.40		
13	Enough Practice Given During Training	Under Graduate	103	122	17	1	0	243	4.35	18.607	0.98
		Graduate	65	59	16	1	3	144	4.26		
		Post Graduate	24	21	5	2	0	52	4.29		
		Others	7	4	0	0	0	11	4.64		
		Total	199	206	38	4	3	450	4.32		
14	The Training Programme Relevant To Your Job Specifications	Under Graduate	100	122	18	3	0	243	4.31	25.791	0.011
		Graduate	65	53	22	1	3	144	4.22		
		Post Graduate	21	23	6	2	0	52	4.21		
		Others	9	2	0	0	0	11	4.82		
		Total	195	200	46	6	3	450	4.28		
15	Training Updated Periodically	Under Graduate	105	111	26	0	1	243	4.31	20.755	0.054
		Graduate	68	58	11	3	4	144	4.27		
		Post Graduate	21	21	10	0	0	52	4.21		
		Others	7	2	2	0	0	11	4.45		
		Total	201	192	49	3	5	450	4.29		
16	The Time Spent In It Based Training More Productive	Under Graduate	191	32	16	3	1	243	4.68	37.963	0.000
		Graduate	83	41	14	2	4	144	4.37		
		Post Graduate	25	19	8	0	0	52	4.33		
		Others	9	2	0	0	0	11	4.82		
		Total	308	94	38	5	5	450	4.54		
17	The IT Based	Under Graduate	191	35	15	1	1	243	4.70	45.628	0.000

	Training Methods Fulfill The Needs Of The Employee As Well As The Organization	Graduate	85	42	10	5	2	144	4.41		
		Post Graduate	25	15	12	0	0	52	4.25		
		Others	9	2	0	0	0	11	4.82		
		Total	310	94	37	6	3	450	4.56		
18	Training Continuous And Integrated Process	Under Graduate	122	102	16	2	1	243	4.41	16.605	0.165
		Graduate	70	58	7	7	2	144	4.30		
		Post Graduate	20	24	6	2	0	52	4.19		
		Others	7	2	2	0	0	11	4.45		
		Total	219	186	31	11	3	450	4.35		
19	Computerized Managed Instruction Training Given	Under Graduate	118	103	19	1	2	243	4.37	29.705	0.003
		Graduate	74	48	6	11	5	144	4.22		
		Post Graduate	22	23	6	1	0	52	4.27		
		Others	7	4	0	0	0	11	4.64		
		Total	221	178	31	13	7	450	4.32		

Source: Field Study

From table 8 it is observed that mean score of employees having other qualification is more for the component that IT based training enhances the ability of the individual. And mean score of employees having under graduate qualification is less for facing any problem during IT based training. It is also observed that there is no significant difference in opinion of training focus on skill development, these trainings are worthwhile, skill requirement reached, enhances presentation skills, enhances usage of internet and intranet skill, enough practice is given, training are updated periodically, and computerized managed instructions given across qualification of employees. And for the rest of the components there is no significant difference in the opinion across employee qualification.

CONCLUSION:

The study explored wide spectrum of employees views on the training and development activities in Visakhapatnam steel plant. Almost all employees viewed that I.T. based training has focus on development of employees as well as the organization. The response of executives, supervisors and workers towards components of I.T. based training indicates that the system of training imparted by the organization includes goal setting and it motivates the development of

employees. Based on the analysis of various aspects contained in the questionnaire canvassed by the researcher, it has been observed that almost all employees are affirmative towards various training and development programmes of Visakhapatnam Steel Plant. It may be observed from the records that VSP has given utmost emphasis on manpower development right from the inception of the company.

We are witnessing rather unpredictable technological changes in the global markets and the organisations have to focus more attention on modern trends of I.T. changes automation require updating the skills and knowledge of all employees. The new risks and implications of I.T. based programmes have to be studied in depth to explore more versatile results.

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