TRAINING AND EMPLOYEE PERFORMANCE: EMPERICAL STUDY ON DURGAPUR STEEL PLANT

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ABSTRACT:

Human Resource Development through training has become a key component within overall strategy of any developing organization either in public or private sector. India is counted among the most important emerging economies of the world in present era. Learning and working ability of employee can be enhanced by giving training and organizing the educational activities in the organization. Training can ameliorate the skills, abilities and knowledge of the employees that will also increase the productivity of employees in organizational activities. The objective of this work is to upgrade the comprehension of variables that impacting the training viability on results, evaluation of training just as estimation to be created by association on authorities' level. In starting this paper surveys some past examinations that have connection among preparing and authoritative results. After that, significant issues are examined in evaluation and training. At last, the evolution of training in Durgapur Steel Plant was displayed.

KEYWORDS: Employee, Training, Development, Performance

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Introduction

The capital investments of humans in organization are the activities that contribute to the growth of human resource development. The method of training to employees is the only way through which the productivity of employees can be increased and also organization goal can be fortified. Learning and working ability of employee can be enhanced by giving training and organizing the educational activities in the organization. Training can ameliorate the skills, abilities and knowledge of the employees that will also increase the productivity of employees in organizational activities. It is one of the most vital elements in human resource management in organization since it mirrors associations' acknowledgment in the estimation of human resource speculation.

The organization of training program has turned into a critical speculation by associations regardless of whether it is for intervention of organization development of employees. In light of the ordinary venture of time and capital with respect to the associations for implementation and development in involvement of training, it is fundamental that associations likewise have set up frameworks to guarantee satisfactory profits for their speculation; explicitly through evaluation of training.

Aim of Study:

Iron and Steel Industry is one of the basic industries of the country and plays a crucial role in

the development of the sustainable society. Durgapur Steel Plant is one of the integrated steel plants of SAIL and it plays an important role in the industrial development of India. It is in this context after reviewing the literature of the effect of training on employee performance in different sectors it was found that no significant studies are there to ascertain the effectiveness of training in steel sector. Therefore, as researcher inquisitiveness, I would like to ascertain training practices, methods and techniques that are adopted in Durgapur Steel Plant and their effect on employee performance. The aim is to evaluate the effect of training on employee performance in Durgapur Steel Plant.

Objectives of study:

The following objectives have been set in the context of Durgapur Steel Plant:

- To study the training need of employees of DSP.
- To study the training practices prevailing in Indian steel sector.
- To ascertain the effect of training programs on motivation and productivity.
- To estimate the effect of training programs on knowledge and skill enhancement.
- To know the employee satisfaction of training programmes.
- To explore the relationship between training and employee performance.

Literature review

Significance of Training & Development

For persuading and holding human resources of elevated quality in the organization then it is constructive to have training and development. (Kate Hutchings et. al. 2009). The advancement of arrangement of best practice was supported by management of human resources in early research, confidence reasons were taken by us in packaging of superior work rehearses or having a framework way to deal with management of human resource as best in guaranteeing authoritative execution. Significantly, it has been noticed that preparation is a key component of the packs of works on emerging from investigation into framework of superior work.

During 1990s, clarification made on providing training and development in organizations by management practice of Japan, they clarified that any business can only be elevated in their performance when there is training and development to employees. (Reid and Barrington 1999). A causal connection in between high responsibility work was demonstrated by on-going exploration (counting preparing and advancement) and execution of establishment is been enhanced and is upper hand (Patton and Marlow 2000).

The responsibility may ameliorate the employees due to training and by this the prospective of employees also enhanced, this was stated by Lowry, Simon, and Kimberley (2002). For improving the profitability of individual, the most unavoidable strategy is training that imparting hierarchical objectives to work force. (Ekaterini Galanou, Constantinos-Vasilios priporas, 2009). The recognition of training related to training in organization is due to wind up wellsprings of upper hand through their effect on efficiency of employees (Khanka 2013).

Increment observed in all segments of associations, tools of design and program of training by current and future requirement (Kulkarni 2013). These announcements evidentially make a notice about the significance of Training and Development in associations.

It has been affirmed that the competition bring by those associations where policies made that are situated to people. This is chiefly in light of the fact that when associations put resources into individuals, in their preparation, what they receive consequently is higher ability and more prominent fitness that improves confidence and profitability (Sheeba Hamid ,2011).

At extend of employee training is significant, since abilities disintegrate and over some stretch of time they become out-moulded and should be renewed (Nishtha Langer and Amit Mehra, 2010). It is properly communicated that the higher commitments from management to the accompanying convictions are noteworthy – "In any organization the most significant resource is human resource. In contrast to different assets, the creation of human resource may be at boundless degree and a sound atmosphere, portrayed by the estimations of receptiveness, coordination effort, mutuality, energy and trust is basic for creating HR.

A positive effect is observed in work, expanding their specialized capacities, relational capacities, certainty in work, inspiration of work due to training and development (Kate Hutchings et. al. 2009). In development of human resource training remains an exceptionally huge part. For improving the people's profitability, training is one of the most unavoidable techniques that imparting objectives of organization to faculty. It is an planned endeavour of an organization to encourage education of worker by providing training to employees that upgrades singular competency by expanding aptitude of employees that support the success of professionals (Gilad and Klimoski, 2007). Moreover, authoritative preparing exercises are perceived as having the option to end up wellsprings of upper hand through their effect on employees‟ efficiency and their commitments to objectives of business (Emeti 2015).

Obisi (2011) and Tiwari (2014) considered that the way to plan and strengthen it is consistent, primarily in offering instruction and training to employees is the creation of human, technological, rational and manageable skills for person advancement and growth. The behaviour of the human being is not consistent and varies based on the circumstance, which like all aspects of human efforts should be present and significant, allowing the advancements of the personnel possible to control recent progress and techniques. The whole sundry has, as a result, earned the incalculable value of its planning and enhancement Tsai et. al. (2007) and Zahid (2015). It is a place to understand more and more and to develop more and more knowledge and working methods.

Researchers, experts, social scientists and school directors now perceive the value of training to develop workers and support the benefit limits of the workers. Yang et. al. (2009) recognised the facets of training: increasing performance, improving job nature; improving skills , learning, understanding and mental frameworks; updating the usage of equipment and machines; minimising duplication, disturbance, attrition, pause, tranquilly and other overall expenses; eliminating obsolescence in skilful ability, innovations, strategies, products, expenditure, among other matters. It takes occupants to the exhibition stage of their activity; improves the use of modern techniques and guidelines; trains citizens for

successes, improves job success and guarantees their longevity and growth.

The planning of training is in a way such that they meet the necessities of employees and conveyed to address the issues all things considered, and workers ought to see that they are being dealt with decently and fairly concerning the preparation they get. (Schmidt Steven W. 2009).

Methodology

This work is an analytical examination of employee success training quality.

Research Design

Durgapur Steel Factory, a public sector unit in Durgapur, West Bengal, is the industry chosen for this report. This research is focused on quantitative and descriptive reports. The quantitative approach aims to obtain numerical knowledge that is evaluated using mathematical instruments. Having respect to this, it is fully necessary to use the quantitative form. The methodological research was focused on primary data obtained by surveys and interviews. The random sample was used to pick all respondents.

In this analysis different empirical methods were used to study the efficacy of training & growth on employee results based on the scope, requirement, and appropriateness of the available data. Different experiments have been carried out on the data such that relevant findings can be obtained.

Research Variable

This work is framed and variables are described according to the objectives. A variable varies or has varying values with various samples throughout the analysis The value changes throughout the research work. Variables identified after reviewing the literature:

Independent variables: Training Programmes

Dependent variable: Motivation, Enhancement of Knowledge & skills, Productivity, Employee Satisfaction

DATA COLLECTION	:	Primary & Secondary Sourc
POPULATION SIZE	:	10,000
SAMPLING DESIGN	:	Random sampling
SAMPLE SIZE	:	380
MARGIN OF ERROR	:	5%
CONFIDENCE LEVEL	:	95%

Questionnaire Design

The questionnaire was designed into two parts. The first part of the questionnaire will gather information on demographic characteristics of the respondents. The second part of the questionnaire will consist statements to analyze employee‘s perception regarding training & development at Durgapur Steel Plant. The respondents will be required to rate their perception on level of importance on a predefined five-point Likert Scale: 1 – SA, 2 – A, 3 – N, 4 – D, and 5 – SD.

Data Analysis & Its Tools

The data from the employees as well as from the managers is collected through the one to one communication in the form of questioning, interviews etc. The questionnaire were shared over the internet in the form of mails, text etc. It results in enhancing the exactness of the data and the information. The data is collected by the researcher itself.

The Predominantly qualitative primary data was gathered with the use of half-structured interviews from the leaders of distinct departments of the company. This is time consuming approach used by us for bringing the efficiency. Thus, the response from the employees helped us in smooth completion of the project.

Collected data from primary and secondary sources was suitably edited, analyzed and interpreted according to the requirement of the study. For the purpose of analysis, statistical and managerial techniques like: Mean, standard deviation, Percentages, One Way ANOVA , One Sample t test, Linear Regression ,Cronbah Alpha, were derived. All the tabulations and analysis was made with the help a statistical software package, SPSS.

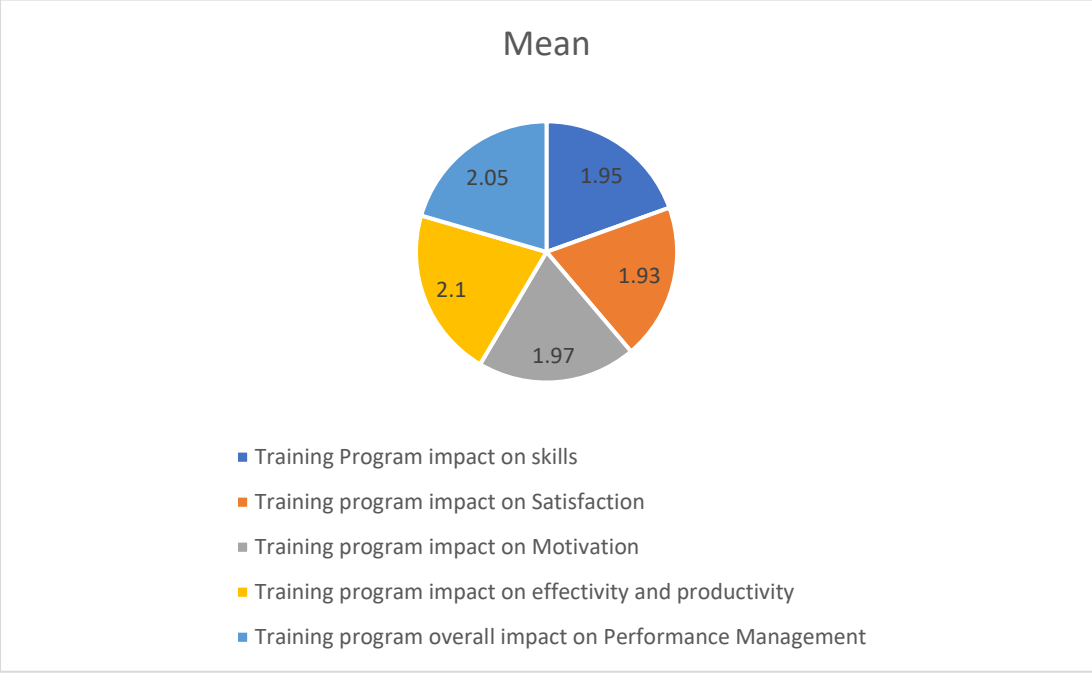
Statistical Analysis

Reliability Statistics

Cronbach's Alpha	N of Items
.851	35

In this study Cronbach's alpha test was used to the reliability. It is necessary to measure the internal reliability of every construct with its completely different range of things, to test the internal reliability the Cronbach's alpha are calculated for things designed for same construct.

Hence, above table shows the calculated values of Cronbach's Alpha which is .851. The value is far above "the cut off point 0.7". It indicates that the constructs are having strong internal consistency and the data is highly reliable



Mean Graph

Distributing 10 points and taking mean of the Training program and its impacts on the above points. The mean for training program impact of skill 1.95, training program impact on satisfaction is 1.93, training program impact on motivation is 1.97, training program impact on effectivity and

productivity is 2.1 and training program overall impact on performance management is 2.05.

Perception of factors influencing Training and Employee Performance. On the basis of the employee response percentage and interviews the average number for the scale of 1 to 5 was 5 = exceptionally influence, 4 = fair influence, 3 = neutral, 2 = certain influence and 1 = not at all. The respondent's answers were represented using a five-point likert scale. The scale indicates that the variables that were not at all considered were 1 while the variables that were highly significant were 5. There are 4 in the spectrum for fairly influencing, 3 in for neutral and 2 in some sort of influencing.

T-test

One-Sample Statistics

	N	Mean	S. Deviation	Std. Error Mean
Q10	380	1.0526	.22359	.01147
Q11	380	1.7974	.72897	.03740
Q12	380	1.4132	.87494	.04488
Q13	380	1.5763	1.07844	.05532
Q14	380	1.5184	.94278	.04836
Q15	380	1.6421	.79796	.04093
Q16	380	2.1026	1.05144	.05394
Q17	380	2.6263	1.10997	.05694
Q18	380	1.7921	.71282	.03657
Q19	380	3.5553	1.36082	.06981
Q20	380	2.2263	1.06582	.05468
Q21	380	2.4158	.95865	.04918
Q22	380	2.1763	.88551	.04543
Q23	380	2.3263	.99807	.05120
Q24	380	1.8053	.95214	.04884
Q25	380	1.9289	.97065	.04979
Q26	380	1.7816	.97849	.05020
Q27	380	2.1605	.70282	.03605

Q28	380	1.8263	1.00203	.05140
Q29	380	1.9184	1.11416	.05716
Q30	380	1.8842	1.14503	.05874
Q31	380	1.6368	.95531	.04901
Q32	380	2.1211	1.13290	.05812
Q33	380	2.2316	.85894	.04406
Q34	380	1.6605	.98164	.05036
Q35	380	1.6868	1.01146	.05189
Q36	380	2.2368	1.23993	.06361
Q37	380	2.4000	.94044	.04824
Q38	380	1.6368	.96902	.04971
Q39	380	1.8000	1.03348	.05302

One Sample test

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q10	91.773	379	.000	1.05263	1.0301	1.0752
Q11	48.064	379	.000	1.79737	1.7238	1.8709
Q12	31.485	379	.000	1.41316	1.3249	1.5014
Q13	28.493	379	.000	1.57632	1.4675	1.6851
Q14	31.396	379	.000	1.51842	1.4233	1.6135
Q15	40.115	379	.000	1.64211	1.5616	1.7226
Q16	38.982	379	.000	2.10263	1.9966	2.2087

Q17	46.124	379	.000	2.62632	2.5144	2.7383
Q18	49.009	379	.000	1.79211	1.7202	1.8640
Q19	50.929	379	.000	3.55526	3.4180	3.6925
Q20	40.719	379	.000	2.22632	2.1188	2.3338
Q21	49.124	379	.000	2.41579	2.3191	2.5125
Q22	47.909	379	.000	2.17632	2.0870	2.2656
Q23	45.436	379	.000	2.32632	2.2256	2.4270
Q24	36.960	379	.000	1.80526	1.7092	1.9013
Q25	38.739	379	.000	1.92895	1.8310	2.0269
Q26	35.493	379	.000	1.78158	1.6829	1.8803
Q27	59.925	379	.000	2.16053	2.0896	2.2314
Q28	35.529	379	.000	1.82632	1.7252	1.9274
Q29	33.565	379	.000	1.91842	1.8060	2.0308
Q30	32.078	379	.000	1.88421	1.7687	1.9997
Q31	33.400	379	.000	1.63684	1.5405	1.7332
Q32	36.497	379	.000	2.12105	2.0068	2.2353
Q33	50.645	379	.000	2.23158	2.1449	2.3182
Q34	32.975	379	.000	1.66053	1.5615	1.7595
Q35	32.510	379	.000	1.68684	1.5848	1.7889
Q36	35.167	379	.000	2.23684	2.1118	2.3619
Q37	49.747	379	.000	2.40000	2.3051	2.4949
Q38	32.928	379	.000	1.63684	1.5391	1.7346
Q39	33.952	379	.000	1.80000	1.6958	1.9042

These variables were not influencing with a mean between 0.5 and 1 but were somewhat influencing with a mean greater than 1 but less than 1.3. There was no value between 0.5 and 1.3 from the respondent description in the table above, so all

the above variables influenced were neutral or to a fair extent.

Intrinsic factors of Training Program impact on skills

Training Program impact on skills is a mental factor designated as a pool of undesirable or positive moods that any individual retains towards his or her job. Inherent details of job fulfilment are those that are linked with the workers‟ job and are inside the organization's control. It was experiential that the inherent factors of job fulfilment effect up to 36.115% of the total erraticism.

Training impact on the Performance of Employees

The table above describes respondents' opinions on the success impact of training on performance. The findings demonstrate explicitly that all the reasons sampled were connected to better performance training because it enhances their workplace experience, ability, capabilities and expertise. They finally help them deal with the dynamic workplace as technical innovation increasingly evolves, globalises and liberalises finances – both contributing to big changes. Most of the respondents also stated in this respect that training has a significant impact on the performance of workers. This result is very relevant because it is the subject of this research. This finding is consistent with other literary studies which show that training impacts positively on employee results by enhancing employee abilities, skills and skills, helping them to better know and perform their work (see Wright and Geroy, 2001; Swart, et al., 2005; Harrison 2000 and Nassazi, 2013).

Training impact on Employee's Motivation

Variables Entered/Removed[a]

The table above provides the answers of the employees sampled to questions about the effects of training on employees' motivation. The findings showed that training directly motivates staff; it claimed that training affected their morale favourably. Specifically, respondents argue that training at the Durgapur Steel Plant has an exceedingly high influence on their motivation and job alludes to the high impact and the modest influence of training on their motivation at the work place. In brief, the research found that teaching actually increases the morale of workers. This observation correlates to the observational conclusions of other literature studies. Sahinidis & Bouns (2008), Omollo (2015), Subari and Riady (2015), Nabi et al . , (2017) have been shown to have a beneficial effect explicitly or Implicitly on staff engagement in training practises employed by organisations.

Training impact on Job Satisfaction

In addition , the research analysed the degree to which training influenced employee satisfaction as a part of objective. The above table provides answers to the results of the work-satisfaction from training for sampled workers. It indicates that respondents have argued that on job satisfaction on training has a significant effect . The results show that training has influenced their work satisfaction quite strongly and positively. There is therefore ample data to suggest that T&D in Durgapur Steel has a positive effect on the job satisfaction of employees at work.

Hypothesis testing

Ha1 There is a significant association between motivation and training programme

Model	Variables Entered	Variables Removed	Method
1	TotalSR[b]	.	Enter

a. Dependent Variable: Total

b. All requested variables entered.

Model Summary table for Ha1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430[a]	.185	.183	.40334

a. Predictors: (Constant), TotalSR

The value of R has been shown in the above table which is a correlation amid the observed value and predicted value of the dependent variables. In this case, the value of R-square is 0.185, which implies that 18.5% of the variance depends on the independent variable of model.

ANOVA table for Ha1

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.319	1	18.319	112.602	.000[b]
	Residual	80.855	497	.163		
	Total	99.173	498			

a. Dependent Variable: Total

b. Predictors: (Constant), Total SR

The table above displays the findings of the ANOVA analysis. The findings are presented in 3 rows. F is 112.602 in this scenario, the P value is 0.000 and that implies that the above hypothesis is accepted.

Regression Coefficient for Ha1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.252	.054		23.173	.000
	TotalSR	.279	.026	.430	10.611	.000

a. Dependent Variable: Total

The table above gives constant and coefficient regression and its value. Now the p values is .000, less than 0.05, when testing the hypothesis for the regression coefficient .The hypothesis is thus relevant and accepted which means There is a significant association between motivation and training programme.

Ha2 There is a significant association between productivity and training programme

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	TotalSR[b]	.	Enter

a. Dependent Variable: TotalSM

b. All requested variables entered.

Model Summary for Ha2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.222[a]	.049	.047	.58023

a. Predictors: (Constant), TotalSR

The value of R has been shown in the above table which is a correlation amid the observed value and predicted value of the dependent variables. In this case, the value of R-square is 0.049, which implies that 4.9% of the variance depends on the independent variable of model.

ANOVA for Ha2

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.687	1	8.687	25.803	.000[b]
	Residual	167.321	497	.337		
	Total	176.008	498			

a. Dependent Variable: TotalSM

b. Predictors: (Constant), TotalSR

The table above displays the findings of the ANOVA analysis. The findings are presented in 3 rows. F is 25.803 in this scenario, the P value is 0.000 and that implies that the above hypothesis is accepted.

Regression Coefficient for Ha2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.216	.078		28.520	.000
	TotalSR	.192	.038	.222	5.080	.000

a. Dependent Variable: TotalSM

The table above gives constant and coefficient regression and its value. Now the p values is .000, less than 0.05, when testing the hypothesis for the regression coefficient .The hypothesis is thus relevant and accepted which means There is a significant association between productivity and training programme.

Ha3 There is a significant association between knowledge enhancement and skills and training programme

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	TotalSR[b]	.	Enter

a. Dependent Variable: TotalSH3

b. All requested variables entered.

Model Summary for Ha3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472[a]	.223	.221	.53012

a. Predictors: (Constant), TotalSR

The value of R has been shown in the above table which is a correlation amid the observed value and predicted value of the dependent variables. In this case, the value of R-square is 0.221, which implies that 22.1% of the variance depends on the independent variable of model.

ANOVA table for Ha3

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.052	1	40.052	142.519	.000[b]
	Residual	139.673	497	.281		
	Total	179.725	498			

a. Dependent Variable: TotalSH3

b. Predictors: (Constant), TotalSR

The table above displays the findings of the ANOVA analysis. The findings are presented in 3 rows. F is 142.519 in this scenario, the P value is 0.000 and that implies that the above hypothesis is accepted.

Regression Coefficient for Ha3

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.220	.071		17.190	.000
	TotalSR	.413	.035	.472	11.938	.000

a. Dependent Variable: TotalSH3

The table above gives constant and coefficient regression and its value. Now the p values is .000, less than 0.05, when testing the hypothesis for the regression coefficient .The hypothesis is thus relevant and accepted which means There is a significant association between knowledge enhancement and skills and training programme.

Ha4 There is a significant association between training provided to employees of Durgapur Steel Plant and their performance.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	TotalSR[b]	.	Enter

a. Dependent Variable: TotalSH4
b. All requested variables entered.

Model Summary for Ha4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.411[a]	.169	.167	.59706

a. Predictors: (Constant), TotalSR

The value of R has been shown in the above table which is a correlation amid the observed value and predicted value of the dependent variables. In this case, the value of R-square is 0.169, which implies that 16.9% of the variance depends on the independent variable of model.

ANOVA table for Ha4

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.989	1	35.989	100.958	.000[b]
	Residual	177.169	497	.356		
	Total	213.158	498			

a. Dependent Variable: TotalSH4

b. Predictors: (Constant), TotalSR

The table above displays the findings of the ANOVA analysis. The findings are presented in 3 rows. F is 100.958 in this scenario, the P value is 0.000 and that implies that the above hypothesis is accepted.

Regression Coefficient for Ha4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.532	.080		19.158	.000
	TotalSR	.392	.039	.411	10.048	.000

a. Dependent Variable: TotalSH4

The table above gives constant and coefficient regression and its value. Now the p values is .000, less than 0.05, when testing the hypothesis for the regression coefficient .The hypothesis is thus relevant and accepted which means There is a significant association between training provided to employees of Durgapur Steel Plant and their performance.

Ha5 There is a significant association between employee satisfaction and training programme

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	TotalSR[b]	.	Enter

a. Dependent Variable: TotalSH5

b. All requested variables entered.

Model Summary for Ha5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562[a]	.316	.314	.35774

a. Predictors: (Constant), TotalSR

The value of R has been shown in the above table which is a correlation amid the observed value and predicted value of the dependent variables. In this case, the value of R-square is 0.314, which implies that 31.4% of the variance depends on the independent variable of model.

ANOVA table for Ha5

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.346	1	29.346	229.309	.000[b]
	Residual	63.604	497	.128		
	Total	92.950	498			

a. Dependent Variable: TotalSH5

b. Predictors: (Constant), TotalSR

The table above displays the findings of the ANOVA analysis. The findings are presented in 3 rows. F is 229.309 in this scenario, the P value is 0.000 and that implies that the above hypothesis is accepted.

Regression Coefficient for Ha5

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.338	.048		27.928	.000
	TotalSR	.354	.023	.562	15.143	.000

a. Dependent Variable: TotalSH5

The table above gives constant and coefficient regression and its value. Now the p values is .000, less than 0.05, when testing the hypothesis for the regression coefficient .The hypothesis is thus relevant and accepted which means There is a significant association between employee satisfaction and training programme.

Findings:

From the hypothesis testing its found out that

- Between motivation and training programme there is a significant association
- Between productivity and training programme there is a significant association
- Between knowledge enhancement and skills and training programme there is a significant association
- Between training provided to employees of Durgapur Steel Plant and their performance there is a significant association
- Between employee satisfaction and training programme there is a significant association

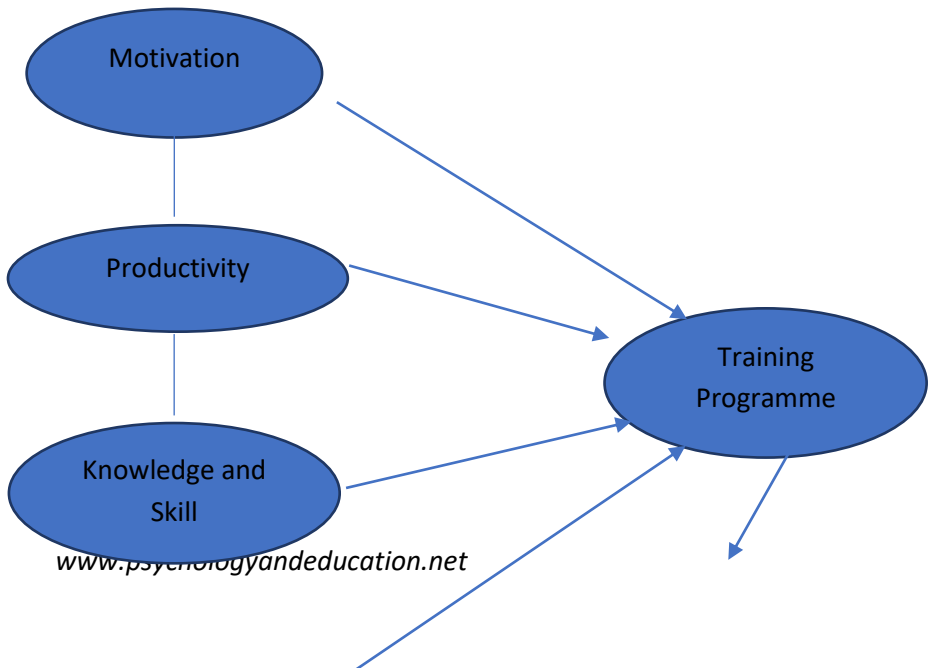


Figure :Conceptual Model

The study of the hypothesis shows the fact that all of the assessed variables are optimistic correlated with the latent work related attitude of the staff at the chosen Durgapur Steel Plant. These include: training programme, motivation, competitiveness, productivity, enhancement of expertise and skills, job satisfaction and performance.

Findings on opinion of employees regarding training:

All employees (respondents) of the selected Steel plant agreed that training programs were conducted regularly in their organization. However, the training is provided regularly on the basis of need or requirement of all levels of employees yet it is compulsory to undergo training within a time period.

Training Policy: It is imperative to explore through primary data analysis that all the respondents (employees) of select DSP believed that training has been an integral part of their organization and it has been given adequate importance by the management. DSP have well-defined training policy and proper planning is done to frame the training policy for employees.

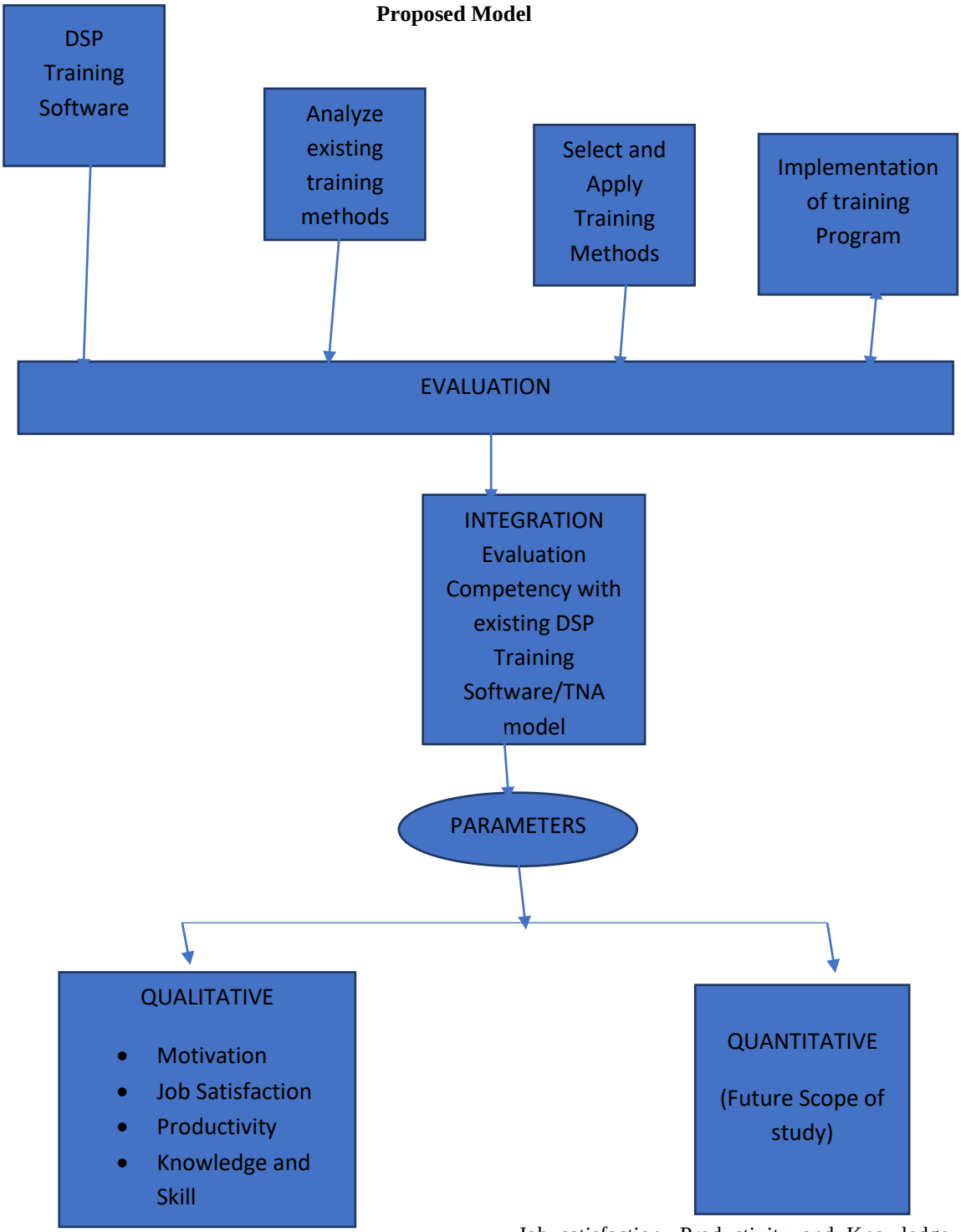
Material and Course Content: The employees have given their opinion that the content of the training program was prepared after consulting them and it was properly organized according to the needs and requirement of employees. The course content and material in the training practices was prepared in such a manner that on one hand it fulfilled the requirement of employees and on other it suited the requirement of the industry also.

Relevance of Training: Majority of employees opined that training provided to them were pertinent to the needs of both employees and employers. They learn the practicability and potential for application of learning. Training sessions were considered as maximum utilisation of time because the employees got motivated through training for further learning. Employees took interest, liked and enjoyed the training programs the most and recommended to their colleagues too. The organizations provided adequate facilities to the employees while conducting training.

Style, Pace and Delivery Methods: Most of the employees believed that style, pace and delivery method of the trainer was appropriate and as per the requirement of the employees and the industry. Employees opined that before going for training program they had a strong awareness of their anticipated experience and skills.

Suggestions to Overcome Shortcomings in Training:

Proposed Model



Above is proposed model for the enhancement impact of training on employee performance in Durgapur Steel Plant. The existing training software of the DSP lacks the qualitative evaluation parameters which are Motivation, Job satisfaction, Productivity and Knowledge and skill. As per our research if these four parameters are integrated in the current DSP training software it will enhance the training impact as it will enhance the evaluation criteria.

This study is limited to only Qualitative variables and four variables are taken into consideration. This study is related to training and employee performance in DSP, this has no boundaries there is lot potentiality for further study. In further the researchers can work on Quantitative study and its impact on Training and employee performance in DSP.

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