

A COMPARATIVE STUDY ON STRESS MANAGEMENT THROUGH TRAINING AT JSL, HISAR

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Introduction

It is an important report for the origination to conduct appropriate and related programme for its employees, so that may be able to understand the terms required for the completion of his job. This also helps the employees of the organization to know about his job and organization very well. This also helps in better communication and relation among the organization wants to grow rapidly, then it is essential for it to conduct periodically training programmes for its employees to improve the skills and knowledge. So the top management must concentrate on the training programs and organize them in such a way that maximum number of employees wants to attend these programs. These must be related to employees and their jobs.

Review of the Literature

A Hand book on Employee Training and Development by Raymond A Noe (The Ohio State University) in 2008. Training plays a key role in helping companies to meet challenges. Traditionally it is not viewed as an activity that could help companies create “value” and successful deal with competitive challenges. Today, that view has changed because these practices are likely to report better financial performance than their competitors that do not. Training effectiveness refers to the benefits that the company and the trainees receive from training.

Research paper published in various papers and journals like times of India, Economic times, Indian journal for training and development, etc. in 2005 by DR. R.K Sahu on Training for Development. He says-Capability of an employee depends on his ability to work and the type of training he receives. A hand book on Training for Organisational Transformation by Rolf P Layton (Chapel Hill, North Carolina, USA) & Udai Pareek in 2000. Better evaluation of training effectiveness could check the perversions, ineffectiveness and excessive costs of many training programs. The client of training, work organisation, and public funders are in the best position to take hold of training for that angle and can be coached to do so effectively.

The two most telling moves for measuring the effectiveness:

1. To help them institute work based evaluation well after participants have retured from training.
2. To establish the total cost of training instead of only direct training cost or fee payments.

Human Resource in JSL

“Progress with People” forms the fulcrum of JSL corporate ethos and human resource principles. The innate values of “Respect and Care” and sustainable growth through people are demonstrated in the way JSL builds teams, creates shared vision, executes its growth plans and nurtures human talent to address the business challenges. This “Progress with People” as integral to JSL, guides our Talent Management practices right from On boarding of talents to their deployment on the job and continued professional growth. Alongside, an environment that nurtures meritocracy enables our people to find a rewarding and purposeful engagement at JSL.

Our people partnership has been strengthened by the company moving beyond the statutory requirements of providing welfare amenities and social security measures, which have become benchmarks. Schemes of highly subsidized education and health benefits at the grass root levels have reinforced our core values of “Respect & Care” for our people.

JSL offers contemporary and state of the art recreational, educational and health facilities. Jindal Institute of Medical Sciences, Jindal Modern School and Vidya Devi Jindal School at Hissar are expressions of this. One of the premium facilities at Hissar is the “Stainless Club”. Spread over 5 acres of lush greenery, it offers a host of state of the art recreational facilities to the members.

True, to its mission of becoming a learning organization, JSL has accelerated its efforts for enhancing and connecting organizational knowledge and corporate performance. Well equipped knowledge Centers at Hissar and Orissa House vast knowledge resources available in the form of books, journals, conference proceedings, standards, training manuals etc. with a view to taking knowledge to the shop floor, Knowledge Kiosks / Learning Cells have been established at various locations.

The hallmark of JSL HR practices is to develop a winning Employee Value Proposition. Supporting this practice are our structured systems and processes to ensure that our people grow in equal acceleration to the company's expanding canvas.

Introduction

Training is a process of learning, a sequence of programming behaviour and an application of knowledge. It gives people awareness of the rules and procedures in order to guide their behavioural aspects. It attempts to improve their performance on their current job or prepare them for the proposed or identified job.

Training was defined in greater detail by the Manpower Services Commission (1981) as follows:

A planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization.

Benefits of Training

- Minimize learning costs;
- Improve individual, team and corporate performance in terms of output, quality, speed and overall productivity;
- Improve operational flexibility by extending the range of skills possessed by employees (multi-skilling);
- Attract high-quality employees by offering them learning and development opportunities, increasing their levels of competence and enhancing their skills, thus enabling them to obtain more job satisfaction to gain higher rewards and progress within the organization;
- Increase the commitment of employees by encouraging them to identify the mission and objectives of the organization;
- Help to manage change by increasing understanding of the reasons for change and providing people with the knowledge and skills they need to adjust to new situations;
- Help to develop a positive culture in the organization, one, for example, that is orientated towards performance improvement;
- Provide higher level of service to customers.

Requirement of Training

The guiding factors for the need for training are as follows:

- Employment of inexperienced labour requires detailed instruction for their effective performance on job.
- People to work effectively with minimum supervision, minimum cost of production, with reduced waste and spoilage and produce goods and services of quality.
- Personnel are required to be trained on new methods on adoption of modern techniques in production and other operations.
- The employees need to be kept abreast of the improved techniques and use of sophisticated tools/equipment.
- Training is also essential when an employee is moved from one job to another job on transfer or promotion or demotion.

A programme of training becomes essential for purposes of meeting the specific problems encountered by an organization arising out of introduction of new line of production, changes in process of design, demands of market condition and the economy, the quality of the materials processed, volume of business and on hand development of the personnel in the organization.

Difference between Learning need & Training need

A learning need as arising, “when an individual or a group are required to do things differently, or to do different things.” These events arise all the time throughout any working environment and can be met informally as a part of the daily round.

A training need only arises when a learning need cannot be met within the normal day-to-day processes or when meeting a learning need in this way will take too long, involve too high a risk / cost, not result in the required standard of performance and when training is the cost effective way of meeting the need.

There are 4 levels of training needs within an organization:

1. Organizational level
2. Occupational level
3. Individual level
4. Departmental level

The second prerequisite is that some form review takes place against performance parameters. This is traditionally the performance appraisal or review. Other techniques include self-assessment, assessment centers, 360 degree feedback etc.

At the individual level, we also need to review developmental opportunities. Many appraisal and review systems do build in a forward looking aspect in which employee and manager can together discuss both the individual's and organization's view of their future.

Focus on Problem

The main focus of the problem is to know how training can play a significant role for organization to achieve its purpose by adding value to its key resource - the people it employees. It has also been focused that how training can be used as an effective HR tool to achieve organizational objectives & it is also going to focus that how much training programme is effective that is conducted by the organization.

Objectives of the Study

- To know the effectiveness of the training programme conducted by the company.
- To know whether training programme is conducted successfully or not.
- To know whether employees are aware about their responsibilities and authorities or not.
- For giving suggestions to improve Organizational Climate and increase the morale of employees.
- To evaluate the effectiveness of the Training Process.

Research Methodology

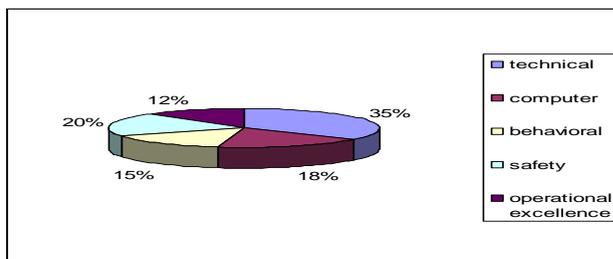
It is the method adopted for collecting the information for the project. The researcher started the project by preparing Questionnaire and Respondents were asked to fill it. In the project, Primary data & secondary data will be used.

Research Methodology is a way to systematically solve the research is to be done scientifically. In research methodology, we not only talk about the research methods but also consider the logic behind, as the methods we use in context of the research problem. The research design followed in this study is Exploratory cum Descriptive method. The set of objects which has to be clarified before carrying out a study is known as Universe. It may be finite or infinite. In my research universe is finite & it will be in region specifically in Hissar. The Convenient sampling is chosen to know about the views of different employees simultaneous. Sample Size is 100 employees of JSL Limited, Hissar in which 50 are workers & 50 are supervisor. The data can be collected by two ways:- Primary source & Secondary source. The data collected for the first time by the researcher himself is called primary data. There are several methods of collecting primary data like questionnaire, Personal interviews etc. The method adopted for the study will be Questionnaire. The data already available is called secondary data. This data may be present in the form of journals, publishing's etc. under this report the information will be collected from different sources like Internet, Magazines, Newspapers, Company bulletins, Journals, Books etc.

QUESTIONNAIRE ANALYSIS

1. What do you feel is / are the most important competencies to do your job?

| Particular | Percentage |
|------------------------|------------|
| technical | 35% |
| computer | 18% |
| behavioral | 15% |
| safety | 20% |
| operational excellence | 12% |

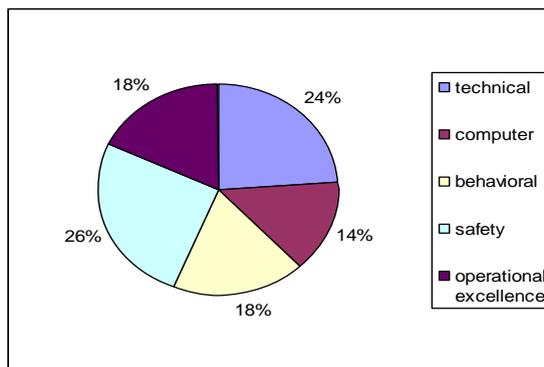


INTERPRETATION

According to 35% respondents they feel the most important competencies to do their job is technical work, 18% say its computer work, 15% say it is behavioral work, 20% respondents say it is safety and rest 12% say it is operational excellence.

2. Which training programs did you attend in the last year?

| Particular | Percentage |
|------------------------|------------|
| technical | 24% |
| computer | 14% |
| behavioral | 18% |
| safety | 26% |
| operational excellence | 18% |

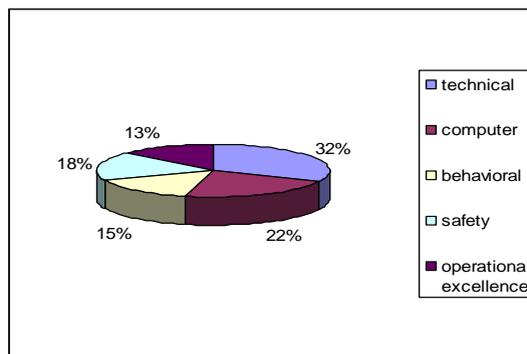


INTERPRETATION

24% respondents say training programs attend by them in last year was technical, 14% attend computer training program, 18% attend behavioral training program, 26% attend safety training program and rest 18% attend operational excellence training program.

3. What training do you still need to perform your current job currently?

| Particular | Percentage |
|------------------------|------------|
| technical | 32% |
| computer | 22% |
| behavioral | 15% |
| safety | 18% |
| operational excellence | 13% |

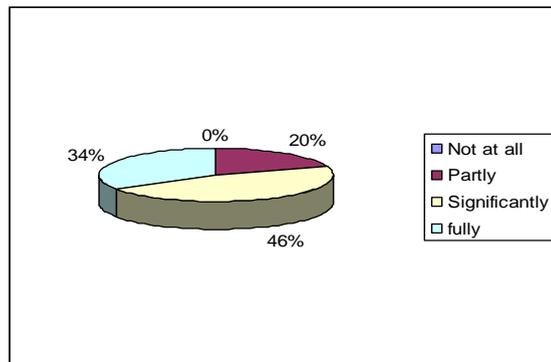


INTERPRETATION

According to 32% respondents training they still need to perform their current job currently is technical training, 22% feel it is computer training, 15% feel it is behavioral training, 18% feel it is safety training and rest 13% feel it is operational excellence training.

4. To what extent were your expectations met?

| Particular | Percentage |
|---------------|------------|
| Not at all | 0% |
| Partly | 20% |
| Significantly | 46% |
| fully | 34% |

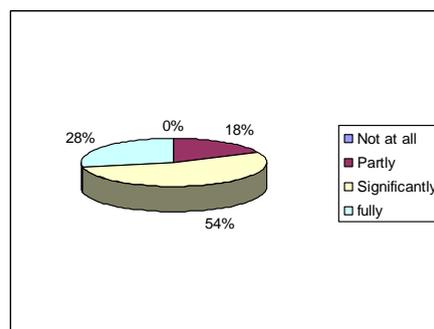


INTERPRETATION

20% respondents say that their expectations met partly during training sessions, 46% respondents say that their expectations met significantly and 34% respondents says that their expectations met fully. Here is no one who says that their expectation met not at all during training sessions.

5. To what extent did you get attention and time during training classes?

| Particular | Percentage |
|---------------|------------|
| Not at all | 0% |
| Partly | 18% |
| Significantly | 54% |
| fully | 28% |

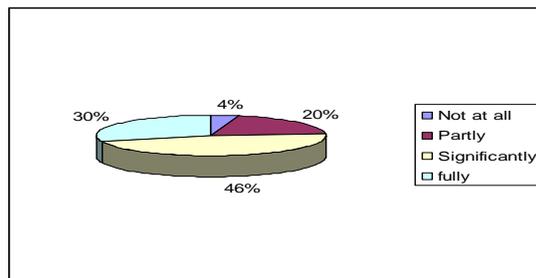


INTERPRETATION

According to 18% respondents they get partly attention and time during training classes, 54% respondents says that they get significantly and 28% respondents says that they get fully attention and time during training classes. Here is no one who says that they get attention and time not at all.

6. To what extent did you get the benefits out of training sessions?

| Particular | Percentage |
|---------------|------------|
| Not at all | 4% |
| Partly | 20% |
| Significantly | 46% |
| fully | 30% |

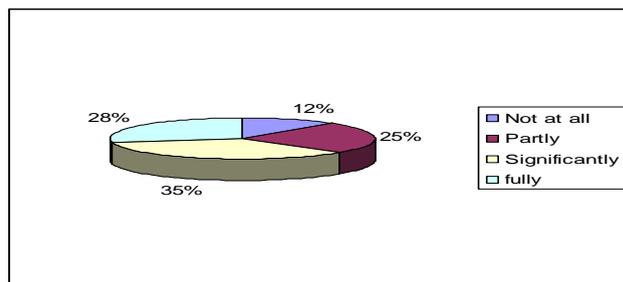


INTERPRETATION

According to 4% respondents they get benefits out of training session not at all, 20% respondents says that they get partly benefits, 46% respondents says that they get significantly & 30% respondents says that they get fully benefit out of training sessions.

7. To what extent did the training provided to you changed your attitude, skills and knowledge?

| Particular | Percentage |
|---------------|------------|
| Not at all | 12% |
| Partly | 25% |
| Significantly | 35% |
| fully | 28% |

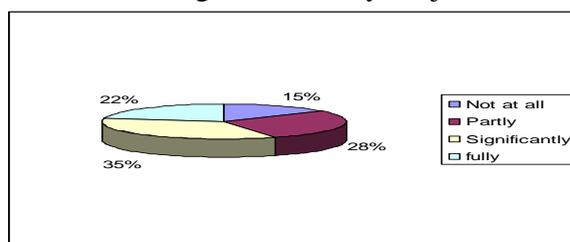


INTERPRETATION

12% respondents says that training provided to them not at all changed their attitude, skills and knowledge, 25% respondents says that it is partly change, 35% respondents says that training changed their attitude, skills and knowledge significantly and rest 28% say training change their attitude, skills and knowledge fully.

8. To what extent you can transfer the skills learnt in training sessions to your jobs

| Particular | Percentage |
|---------------|------------|
| Not at all | 15% |
| Partly | 28% |
| Significantly | 35% |
| fully | 22% |

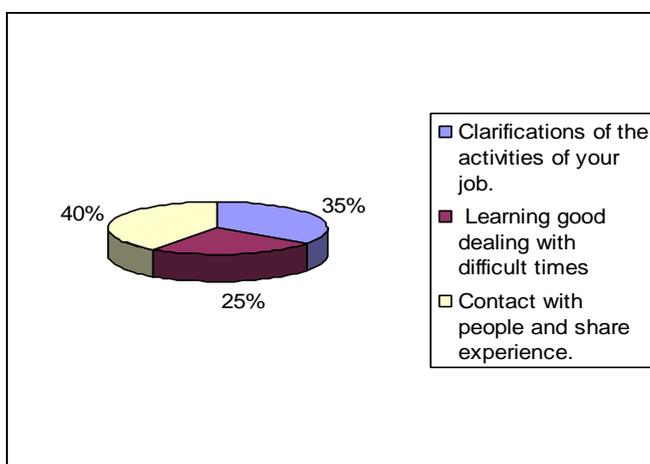


INTERPRETATION

According to 15% respondents they are not at all able to transfer the skills learnt in training sessions to their job, 28% respondents say that they are partly able to transfer the skills, 35% respondents say that they significantly transfer the skills and 22% respondents says they fully transfer the skills learnt in training sessions to their job.

1. What is / are the thing (s) which you personally found most useful about the event?

| Particular | Percentage |
|---|------------|
| Clarifications of the activities of your job. | 35% |
| Learning good dealing with difficult times | 25% |
| Contact with people and share experience. | 40% |

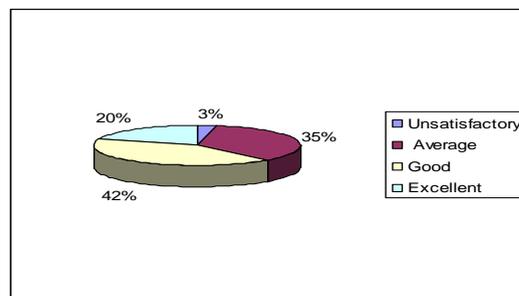


INTERPRETATION

According to 35% respondents the thing which they personally found most useful about the event is Clarifications of the activities of their job, 25% say it is learning good dealing with difficult times and 40% respondents say it is Contact with people and share experience which they personally found most useful about the event.

2. How do you rate the training course material provided to you?

| Particular | Percentage |
|----------------|------------|
| Unsatisfactory | 3% |
| Average | 35% |
| Good | 42% |
| Excellent | 20% |

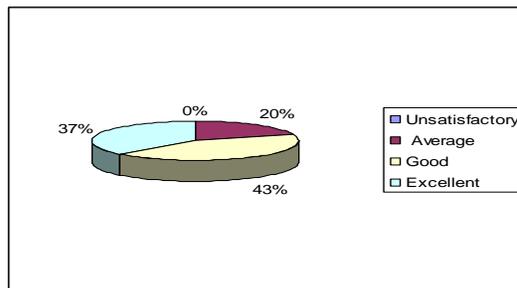


INTERPRETATION

According to 3% respondents rate the training course material provided to them is unsatisfactory, 35% say that it is average, 42% respondents say it is good and the rest 20% rate the training course material provided to them is excellent.

3. How do you rate venue and other facilities provided to you during training sessions?

| Particular | Percentage |
|----------------|------------|
| Unsatisfactory | 0% |
| Average | 20% |
| Good | 43% |
| Excellent | 37% |



INTERPRETATION

20% respondent's rate venue and other facilities provided to them during training sessions average, 43% rate it good and 37% rate venue and other facilities excellent. Here is no one who say it is unsatisfactory.

CONCLUSION

Plant equipment and machinery today is becoming more and more complex. New ideas, processes, methods, techniques and materials have been introduced much faster during the recent times. To keep pace with these developments, effective maintenance demands the application of new skills and techniques that can only be achieved by imparting regular training to the operators & workers and the supervisory staff.

The need for higher productively and increased production has accelerated the development of automation. Due to stringent competition, consistent efforts are made to reduce or stabilize manufacturing costs. All these factors have necessitated going in for higher level of training standards in an organization.

With the increasing sophistication and capital intensity of the modern machinery, training has emerged as a vital management function of the HRD and has become an indispensable part of a production system. Training personnel now carry more responsibilities and are exposed to greater challenges.

The corporate objective of a company being 'To Earn profit, it's imperative for a company to organize all the functions including training, in an integrated manner so that their overall effect and ultimate aim to raise its profitability, is achieved. Until and unless company's top management duly recognizes the importance of training, it would be difficult for the company to ensure that all their joint efforts are directed to achieving its corporate goal. It is essential that attitude towards training are re-oriented afresh and this important activity is viewed in its

proper perspective.

Suggestions

1. More of technical training should be imparted to employees relevant to their work.
2. It should be taken into consideration that the employee who needs training has got that particular training
3. It should be taken into account that there is no unnecessary repetition and no ignorance of training programs.
4. The company should give study material (books or notes) to the trainees during training sessions.
5. Training programs must be held at regular intervals.
6. No. of batches can be increased.
7. Venue (classroom) can be made better in terms of infrastructure (Technical Training Centre).
8. It should be checked that first of all skills learnt in one training session are implemented and then the trainee should move to next training session.
9. Behavioral training like Team Work, Self Development should be given to all employees irrespective of their need.
10. Workload of employees should be reduced so that employees do not miss training programs and attend training programs willingly.
11. More training sessions must be conducted
12. Instead of giving training for the whole day, training batches should be conducted for a short period over a number of days.

ANNEXURES

Format for training Need Identification for Supervisors

Job Title (Name of the trade/Duty Post :)

- | |
|---|
| <ol style="list-style-type: none">1. Knowledge of trouble shooting of mechanical systems.2. Knowledge of reading and making the mechanical drawings.3. Basic understanding of mechanical equipments (bearings, pumps etc.)4. Basic Knowledge of Preventive Maintenance of the equipments.5. Basic Knowledge of line philosophy and line equipments.6. Knowledge of Supervisory skills. |
|---|

Designation : **Department** :

Qualification : **Experience** :

| REQUIREMENT FOR THE JOB* | Yr. 20..... | Yr. 20..... | Yr. 20..... |
|--|------------------------|------------------------|------------------------|
| <u>Knowledge based</u> | | | |
| 1. Knowledge of reading and making the mechanical drawings. | | | |
| 2. Knowledge of trouble shooting of mechanical systems. | | | |
| 3. Basic Knowledge of hydraulics, pneumatics and lubrication systems | | | |
| 4. Basic Knowledge of mechanical equipments. | | | |
| 5. Basic Knowledge of mechanical drives (belt, chain etc.) | | | |
| <u>Equipment based</u> | | | |
| 1. Knowledge of maintenance of Bearings, blowers, Process pumps, couplings, belts and chain drives and all other mechanical equipments. | | | |
| 2. Basic Knowledge of line philosophy and line interlocks | | | |
| 3. Knowledge of line instruments and its working. | | | |
| 4. Knowledge of Predictive Maintenance, Condition Based Maintenance etc. | | | |
| <u>Supervisory Skills</u> | | | |
| 1. Knowledge of manpower handling skills. | | | |
| 2. Knowledge of co-ordination with other department. | | | |
| 3. Awareness about the company Goals, vision, targets etc. | | | |
| 4. Able to understand the spare requirement. | | | |
| <u>Safety Related</u> | | | |
| 1. Knowledge of safety norms & safety applications, OHSAS-18001,Q-SHE etc. | | | |
| | | | |
| <u>Environment related</u> | | | |
| 1. Knowledge of ISO 14001, ISO 9001 etc. | | | |
| 2. | | | |
| <u>Housekeeping related</u> | | | |
| 1. Knowledge of 5S system and spares to keep at proper places. | | | |
| | | | |
| <u>Any other (Specific requirement)</u> | | | |

| | | | |
|---|--|--|--|
| 1 | | | |
| 2 | | | |

*** Please mention the trainees required for the job under condition.**

“Competence Level: Give ratings based on parameter below: -

- 4- High level of Knowledge & skill**
- 3- Adequate Knowledge & skill**
- 2- Inadequate Knowledge & skill**
- 1- Lack of Knowledge & skill**

Date: -----

Training need filled by -----

-

QUESTIONNAIRE FOR EVALUATING IMPACT OF TRAINING

Designation.....

Whom do you report.....

Which positions report to you.....

Have you ever attend any training program.....

1. What do you feel is / are the most important competencies to do your job?

- technical
- computer
- behavioral
- safety
- operational excellence

2. Which training programs did you attend in the last year?

- technical
- computer
- behavioral
- safety
- operational excellence

3. What training do you still need to perform your current job currently?
 - technical
 - computer
 - behavioral
 - safety
 - operational excellence

4. To what extent were your expectations met?
 - not at all = 1
 - partly = 2
 - significantly = 3
 - fully = 4

5. To what extent did you get attention and time during training classes?
 - not at all = 1
 - partly = 2
 - significantly = 3
 - fully = 4

6. To what extent did you get the benefits out of training sessions?
 - not at all = 1
 - partly = 2
 - significantly = 3
 - fully = 4

7. To what extent did the training provided to you changed your attitude, skills and knowledge?
 - not at all = 1
 - partly = 2
 - significantly = 3
 - fully = 4

8. To what extent you can transfer the skills learnt in training sessions to your job?
 - not at all = 1
 - partly = 2
 - significantly = 3
 - fully = 4

9. What is / are the thing (s) which you personally found most useful about the event?
 - Clarifications of the activities of your job.
 - Learning good dealing with difficult times
 - Contact with people and share experience.

10. How do you rate the training course material provided to you?
 - unsatisfactory

- average
 - good
 - excellent
11. How do you rate venue and other facilities provided to you during training sessions?
- unsatisfactory
 - average
 - good
 - excellent

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