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# A Study on Employee Training and Development in Sanjay Construction Equipments, Coimbatore

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## ABSTRACT

Employee training and development is a critical human resource function that not only improves individual performance but also contributes to the overall growth and competitiveness of an organization. In the context of the Indian manufacturing sector, especially in small and medium-sized enterprises (SMEs), structured training programs are often overlooked or implemented inconsistently. This study investigates the effectiveness of training and development initiatives in a small-scale construction equipment manufacturing company, emphasizing employee perception, relevance of training content, and post-training outcomes.

The findings suggest that while a majority of employees acknowledge the importance of training for skill improvement and motivation, significant gaps remain in training frequency, follow-up, and practical application. Many workers indicated that training was not tailored to their actual job roles, and few were consulted about their training needs. Moreover, infrastructural and managerial limitations were cited as barriers, particularly by the unskilled workforce.

The study concludes that there is a pressing need for a more inclusive, need-based, and feedback-driven training framework. Specific recommendations include integrating on-the-job training modules, offering flexible schedules, incorporating vernacular languages in training content, and periodically reviewing the training programs to reflect current industry practices. If implemented effectively, these suggestions can significantly improve employee efficiency, job satisfaction, and organizational productivity

**Keywords:** structured training programs, job satisfaction, and organizational productivity

## I. INTRODUCTION OF THE STUDY

Training and development play a vital role in the effectiveness of an organization. It is one of the most pervasive techniques for improving employees‟ performance enhancing organization productivity in the work place. Employees are the indispensable asset and key element of gaining competitive advantage of any organization e practices that help in enhancing employees‟ skills, knowledge, and training is essential tool for its actualization. The level of competency, skills and ability of the workforces of an organization influences its ability to preserve its obtained positions gain competitive advantage. Meanwhile, employee's competence, skills and pro- activeness is directly proportional to the level at which organization can compete with others.

Organizations are confronting with increased competition resulting from changes in technology, economic environments, globalization etc. Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance

### STATEMENT OF THE PROBLEM

In today's competitive industrial environment, companies must continuously upgrade employee skills and knowledge to maintain productivity and efficiency. However, many small-scale manufacturing units struggle to implement effective training and development strategies due to constraints such as limited budgets, lack of structured programs, and minimal employee involvement in training decisions.

This study seeks to address the problem of whether the existing training programs in the

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selected construction equipment manufacturing company meet employee expectations and organizational needs. It investigates the adequacy, relevance, and impact of the training efforts, while identifying key challenges and areas that require improvement

## II. OBJECTIVES OF THE STUDY

**Primary Objective:**

To analyze the effectiveness of training and development programs in enhancing employee performance and organizational productivity.

**Secondary Objectives:**

- To identify the training needs of employees at different levels in the organization.
- To assess employee satisfaction towards the existing training and development programs.
- To examine the impact of training on employee skill development and knowledge enhancement.
- To evaluate how training influences employee motivation, engagement, and retention.
- To study the methods and techniques used in delivering training (e.g., on-the-job, classroom, online)
- To analyze the role of HR and management in planning and implementing training programs.
- To recommend improvements to existing training practices for better employee outcomes

### NEED OF THE STUDY

- The main purpose of this study was training and development enhances the productivity, knowledge and skill of the employees and allow them to retain in the organization.
- To analyze the impact of training and development on employee performance towards accomplishing organizational goal as well as the personal growth.
- It also encourages their strength and motivate them to accomplish their goal.
- To study the impact of training and development to increase competency of the employee.
- To study the impact of training and development

### SCOPE OF THE STUDY

This study focuses on evaluating the training and development practices implemented in a small-scale construction equipment manufacturing company in India. The scope covers both blue-collar workers (with limited formal education and skills) and white-collar employees such as HR and office staff. The study examines the relevance, frequency, and effectiveness of the training programs provided and their impact on employees' skill enhancement, job satisfaction, and overall productivity.

It also explores employee opinions on training needs, preferences for different types of training methods, and barriers faced in accessing training. By doing so, this study aims to offer practical suggestions to improve the training structure and align it with organizational and employee development goals. The findings may help the management refine its approach to workforce development, especially in companies with similar industrial and workforce characteristics.

### LIMITATIONS OF THE STUDY

- The study was limited to one company — Sanjay Construction Equipment, Coimbatore — so results may not apply to all companies.
- Only 71 employees participated, which may not fully reflect everyone's opinion.
- Some workers may not have answered honestly due to fear or misunderstanding.
- Educational and language barriers may have affected the clarity of some responses.
- The research was done in a short time frame, which limited deeper analysis. Only internal factors were studied; external influences on employee retention were not covered

## III. REVIEW OF LITERATURE

**Dirani, K.M. & Barhate, B. (2022).** "Career aspirations of generation Z: a systematic literature review" explores the career aspirations and expectations of Gen Z, highlighting intrinsic and extrinsic factors influencing their career paths.

**Snyder, H. (2019).** "Organizational learning, learning organization, and learning culture: a systematic literature review" investigates how organizational learning cultures are influenced by various factors and the impact on employee development.

**Milligan-Saville, J.S., et al. (2017).** "Effectiveness of health-oriented leadership interventions for improving health and well-being of employees: a systematic review" examines the impact of health-oriented leadership on employee well-being and productivity.

**Elo, A.-L., et al. (2014).** "Effectiveness of health-oriented leadership interventions for improving health and wellbeing of employees: a systematic

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review" discusses interventions aimed at improving employee health and the role of leadership in this process

## IV. RESEARCH METHODOLOGY

The research methodology outlines the framework and methods used to conduct the study on Employee Retention in Sanjay Construction Equipment. This section defines the research design, data collection methods, sampling techniques, and tools used for analysis.

**Research Design:**

The research design adopted for this study is descriptive in nature. This design is chosen to gather detailed insights into the factors influencing employee retention at Sanjay Construction Equipment. The study aims to analyze employee perceptions, identify key retention challenges, and suggest effective strategies.

**Data Collection Methods:**

To ensure comprehensive data collection, the study incorporates both primary and secondary data sources.

- **Primary Data**: Data is collected directly from employees at Sanjay Construction Equipment through structured questionnaires and face-to- face interviews.
- **Secondary Data:** Information is gathered from company records, previous research studies, journals, websites, and industry reports.

**Research Instrument:**

A structured questionnaire is designed to collect primary data. The questionnaire includes both closed-ended and open-ended questions to capture quantitative and qualitative insights.

- **Closed-ended questions:** For demographic details, job satisfaction levels, and retention factors.
- **Open-ended questions:** To gather employee suggestions and deeper insights into retention concerns.

The questionnaire is designed using a Likert scale (e.g., Strongly Agree to Strongly Disagree) to measure employee perceptions effectively.

**Sampling Design:**

- **Population:** All employees working in Sanjay Construction Equipment across various departments.
- **Sample Size:** A sample of 71 employees is selected to ensure diverse opinions are captured.
- **Sampling Technique:** Random Sampling Method is used to ensure unbiased data collection and fair representation of employees from different roles and experience levels.

**DATA ANALYSIS TOOLS:**

- Percentage Analysis
- Chi-square Test
- Correlation Analysis

**CHI–SQUARE ANALYSIS**

The chi square table showing the significant relationship between the age level and rate of job satisfaction level

**Null hypothesis (Ho):** There is no significant relationship between the age level and rate of training satisfaction Level.

**Alternative Hypothesis (HI):** There is significant relationship between the age level and rate of training satisfaction level

| Training Satisfaction | Age Level | | | | |
|---|---|---|---|---|---|
| | 18 – 25 years | 26 – 35 years | 36 – 45 years | 46 years and above | Total |
| Very Satisfied | 6 | 2 | 0 | 6 | 14 |
| Satisfied | 2 | 3 | 5 | 4 | 14 |
| Neutral | 2 | 2 | 2 | 4 | 10 |
| Dissatisfied | 7 | 4 | 2 | 5 | 18 |
| Very Dissatisfied | 4 | 1 | 6 | 4 | 15 |
| Total | 21 | 12 | 15 | 23 | 71 |

Calculated Value = 13.0797

**Inference:**

Calculated Value < Table Value 13.0797 < 21.026

Null Hypothesis is accepted (H0). Therefore there is no significant relationship between the age level and rate of training satisfaction Level.

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**COEFFICIENT OF CORRELATION**

Coefficient of correlation is a measure of such a tendency the degree to which Two variables are interrelated is measured by a coefficient which is called coefficient Correlation.

The relation between the training relevancy that align with the employees skill application.

X- Training relevant to job Y- Skill Application

| X | Y | dx = x-X | $dx^2$ | dy = y-Y | $dy^2$ | (dx)(dy) |
|---|---|---|---|---|---|---|
| 18.31 | 25.35 | -1.69 | 2.86 | 5.35 | 28.62 | -9.0415 |
| 18.31 | 19.72 | -1.69 | 2.86 | -0.28 | 0.08 | 0.4732 |
| 23.94 | 16.9 | 3.94 | 15.52 | -3.1 | 9.61 | -12.214 |
| 28.17 | 16.9 | 8.17 | 66.75 | -3.1 | 9.61 | -25.327 |
| 11.27 | 21.13 | -8.73 | 76.21 | 1.13 | 1.28 | -9.8649 |
| **∑X=100** | **∑Y=100** | **0** | **164.2** | **0** | **49.2** | **∑(dx)(dy)= -55.9742** |

$$r = \frac{N\sum XY - \sum X.\sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \cdot \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$= \frac{(5*(-55.9742))-(100*100)}{\sqrt{5(164.2)-(100)^2} \cdot \sqrt{5(49.2)-(100)^2}}$$

$$= \frac{-10279.871}{9462.1332} = -0.086$$

**Interpretation:** Coefficient of Correlation (-0.086) is negative. It implies that there is negative correlation relationship between the training relevancy that align with the employees skill application.

## V. SUGGESTIONS

Based on the study, several improvements can be suggested to enhance the effectiveness of employee training and development in the organization.

- For workers with limited educational backgrounds, training should be more visual, interactive, and practical, focusing on real-time job scenarios. Developing an annual training calendar would help employees plan and prepare better, ensuring higher participation rates.
- Introducing blended learning methods, combining on-the-job learning, classroom sessions, and simple digital tools such as videos in regional languages, would cater to different learning preferences.
- Implementing a mentorship program where experienced employees guide newer ones can further strengthen knowledge sharing within the organization. It is also essential to ensure that training is not a one-time activity but part of a continuous learning process.
- Trainers' effectiveness should be reviewed regularly based on employee feedback, and training participation should be considered during performance evaluations.
- Overall, by adopting a more employee-centric and practical approach, the company can significantly enhance the impact of its training initiatives.

## VI. CONCLUSION

The present study clearly highlights the importance of employee training and development in the context of a small-scale construction equipment manufacturing company. It is evident that while training opportunities are being provided, they often do not fully meet the specific needs of the workforce, especially those with limited educational qualifications. Employees do recognize the value of training in improving their skills, motivation, and confidence. However, challenges such as irrelevant content, poor scheduling, and lack of feedback mechanisms reduce the overall effectiveness of these training programs.

To transform training into a powerful developmental tool, the company must move toward a more structured and inclusive approach. By ensuring that training programs are need-based, interactive, and continuous, and by actively involving employees in identifying their own

learning needs, the organization can bridge the gap between employee potential and company performance goals. Such efforts will not only improve operational efficiency and reduce errors but also contribute to higher employee satisfaction and retention. Training should be viewed as a long-term investment that fosters a learning culture within the organization, leading to sustainable growth and a competitive edge in the industry.

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