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IMPACT OF MANPOWER TRAINING AND DEVELOPMENT IN ORGANIZATIONAL PRODUCTIVITY" WITH SPECIAL REFERENCE TO TATA ELECTRONICS PVT LTD AT HOSUR.

Mrs. Kavitha T[1], Lavanya S[2]

[1] Associate Professor, Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India
Email: kavithavinaykumar99@gmail.com
[2] II Year MBA, Department of Management Studies
Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India
Email: sonulavanya13@gmail.com

ABSTRACT :

This study investigates the impact of manpower training and development on organizational productivity. In today's dynamic business environment, employee efficiency and skills are critical to organizational success. The research explores how structured training programs affect performance and support goal achievement. Data was gathered using structured questionnaires and analyzed through percentage analysis, correlation, and regression. Findings reveal a strong positive relationship between training, employee productivity, job satisfaction, and reduced turnover. Limitations include a small sample size and reliance on self-reported data. Despite this, the study provides valuable insights and emphasizes the importance of continuous employee development for sustained organizational growth.

Key words: Manpower Training, Employee Development, Organizational Productivity, Job Satisfaction, Employee Performance and Training Programs

INTRODUCTION

In today's fast-changing business environment, organizational success depends greatly on skilled and adaptable human resources. Manpower training and development are essential for improving employee performance and preparing them for future roles. Training enhances job-specific skills, while development focuses on long-term growth. Together, they increase productivity, innovation, and job satisfaction. Continuous training keeps employees updated with technological advancements and industry trends, while also building soft skills like communication and leadership. Despite concerns about cost, the long-term benefits—such as reduced turnover, increased efficiency, and customer satisfaction make training a valuable investment. Organizations that prioritize employee development gain a strong competitive advantage.

RESEARCH BACKGROUND

Manpower training and development are key strategies to enhance employee performance and achieve goals. Training equips employees with updated skills and knowledge, while development prepares them for future roles. However, treating training as a one-time event limits its effectiveness. Continuous learning is essential

for long-term growth. This study explores how well-designed and evaluated training programs impact organizational productivity, based on data from employees with diverse training experiences.

IDENTIFIED PROBLEM

Many organizations face challenges in training and development due to a lack of structured frameworks, misalignment with job roles, poor evaluation methods, and viewing training as a financial burden. These issues hinder skill growth, reduce productivity, and limit long-term organizational success, innovation, and competitiveness in a dynamic business environment.

OBJECTIVES OF THE STUDY

1. Assess the impact of manpower training and development on organizational productivity.
2. Analysis the relationship between employee training and performance improvement.

3. Evaluate the effectiveness of existing training and development programs in achieving organizational goals.
4. Identify the challenges and barriers to implementing training and development initiatives.
5. Examine how continuous learning contributes to employee satisfaction and retention.
6. Explore the role of training in adapting to technological advancements and industry changes.
7. Provide recommendations for improving training and development strategies to enhance organizational productivity.

REVIEW OF LITERATURE

Rahis & Ali (2025) This study examined manpower training and development practices in Borno State's health sector, revealing that structured training programs significantly enhance organizational efficiency, especially in resource-constrained environments.

Subhadhanuraja (2025) Evaluated training programs at Driver Logistics Bangalore, finding that effective training methods and positive employee attitudes lead to improved productivity and job satisfaction in the logistics industry.

Jha & Sachdeva (2024) Analyzed the role of training and development in employee and organizational performance, concluding that well-designed training strategies enhance work efficiency and managerial oversight.

Fegade & Sharma (2023) Conducted a systematic literature review on employee training's impact, highlighting that comprehensive training programs improve organizational efficiency and effectiveness across various industries.

Wu & Li (2025) Explored innovation and entrepreneurship training programs, finding that such initiatives significantly boost organizational commitment and employee engagement in dynamic business environments.

LinkedIn Learning Report (2025) The report emphasizes the importance of agile upskilling and internal mobility, indicating that organizations investing in continuous learning see higher talent retention and adaptability.

Devlin Peck (2025) Compiled employee training statistics, revealing that organizations with robust development programs experience increased employee retention and performance, underlining the value of continuous learning.

Shortlister (2025) Reported that leadership training enhances learning capacity by 25% and performance by 20%, demonstrating the tangible benefits of targeted training initiatives.

Aguinis & Kraiger (2020) Their empirical studies show that structured training programs lead to increased productivity, improved efficiency, higher job satisfaction, enhanced innovation, and reduced employee turnover.

Mpofu & Hlatywayo (2015) Highlighted challenges in traditional training approaches, noting that rapid organizational changes often outpace existing training methods, necessitating more adaptive development strategies.

De Cenzo & Robbins (2001) Defined training as a learning experience aiming for a permanent change in skills, knowledge, attitudes, or social behavior, emphasizing its role in enhancing employee effectiveness.

Kanu (2015) Asserted that systematic employee training and development are critical components of organizational success, improving performance, job satisfaction, and retention.

Berge (2002) Discussed the importance of training and development programs in enhancing organizational efficiency and effectiveness, contributing to strategic objectives and competitive advantage.

Salas et al. (2020) Demonstrated that structured training programs lead to increased productivity, improved efficiency, higher job satisfaction, enhanced innovation, and reduced employee turnover.

Kumar et al. (2023) Assessed training and development programs' effects on employee productivity and organizational success, confirming their positive impact in various sectors.

Lee & Kim (2023) Analyzed how employee experience affects organizational commitment, highlighting training's role in fostering loyalty and engagement.

Mikyalul (2024) Investigated training and development's effect on productivity in the manufacturing industry, confirming their critical role in enhancing work performance.

Daniel & Chukwuemeka (2023) Studied manpower training's impact on employee performance in Nigeria's electoral commission, revealing significant positive effects on efficiency.

Ramya Krishna (2022) Measured training and development's influence on organizational productivity in Chennai's IT sector, finding substantial improvements in performance metrics.

Zakaria & Suhadah (2025) Explored employees' training and development impact on organizational performance, emphasizing the necessity of continuous learning for sustained success.

Martins et al. (2021) Reviewed augmented reality applications in corporate training, suggesting AR's potential to enhance learning experiences and productivity.

Chakravarty et al. (2020) Evaluated vocational training programs in Nepal, demonstrating significant improvements in youth employment and earnings post-training.

Spitzer et al. (2023) Proposed a conceptual framework for ML-based teaching systems, aiming to preserve expert knowledge and facilitate efficient training.

Ravirajan & Sundarajan (2025) Discussed AI agents' role in enhancing workplace productivity and well-being through personalized training and support systems.

Wushishi (2025) This conceptual study emphasizes the importance of structured training programs in enhancing employee productivity. It advocates for continuous development initiatives to address 21st-century workplace challenges, highlighting training as a pivotal tool for organizational growth.

Ghalawat (2020) Through factor analysis, the study identifies key elements like working environment and performance appraisal as significant contributors to effective training, underscoring their influence on employee performance and productivity.

Kanapathipillai & Azam (2020) Analyzing Malaysian
telecommunication companies, the research finds that well-structured employee training programs positively impact job performance and satisfaction, reinforcing the value of targeted development initiatives.

Kashif (2020) Investigating on-the-job training, design, and delivery styles, the study concludes that meticulously planned training programs significantly enhance organizational performance, emphasizing the need for strategic training approaches.

Ciampi et al. (2021) Conducted a systematic review on the relationship between digitalization and organizational agility. The study identifies big data analytics and IT capabilities as key drivers of agility, suggesting that training in these areas can improve organizational responsiveness and performance.

Gupta (2023) Examined the impact of training and development on employee performance in the IT sector. The study concluded that structured training programs significantly enhance employee productivity and organizational efficiency, highlighting the importance of continuous skill development.

RESEARCH GAP

Despite extensive research on manpower training and development and its impact on organizational productivity, several gaps remain that require further exploration. While existing studies have established a positive relationship between training programs and employee performance, there are areas that need deeper investigation. While general training frameworks exist, there is limited research on industry specific training requirements. The effectiveness of training varies across different sectors, such as manufacturing, healthcare, and technology, and needs a more tailored approach. While training is linked to improved skills and efficiency, its role in employee retention and job satisfaction is not widely explored. Further research is required to examine how training programs contribute to reducing turnover rates and enhancing employee commitment. Many organizations face barriers such as financial constraints, lack of managerial support, and resistance to change. More research is needed to identify strategies to overcome these challenges and make training programs more effective.

RESEARCH METHODOLOGY

Despite extensive research on manpower training and development and its impact on organizational productivity, several gaps remain that require further exploration. While existing studies have established a positive relationship between training programs and employee performance, there are areas that need deeper investigation. While general training frameworks exist, there is limited research on industry specific training requirements. The effectiveness of training varies across different sectors, such as manufacturing, healthcare, and technology, and needs a more tailored approach. While training is linked to improved skills and efficiency, its role in employee retention and job satisfaction is not widely explored. Further research is required to examine how training programs contribute to reducing turnover rates and enhancing employee commitment. Many organizations face barriers such as financial constraints, lack of managerial support, and resistance to change. More research is needed to identify strategies to overcome these challenges and make training programs more effective.

LIMITATION OF THE STUDY

The study was limited to a specific organization or sector, which may not fully represent the training and development practices across all industries, thereby affecting the generalizability of the results to other business environments or workforce groups. Data collection relied on the responses of employees through structured questionnaires. This may lead to biased or socially desirable answers, as participants might not always provide accurate or honest feedback about the effectiveness of training programs. use of convenience

sampling limits the objectivity of the sample selection. Respondents were chosen based on accessibility, which
may not reflect the full diversity of employee experiences and opinions regarding training and development. Time constraints and limited access to internal company data restricted the depth of analysis. Detailed performance metrics or long-term training outcomes could not be thoroughly studied, reducing the
ability to assess the true impact of development initiatives.

DATA ANALYSIS AND INTERPRETATION

Table 1. Respondents view on employees enhancement come through Training and Development

| PARTICULARS	NO OF RESPONDENTS	PERCENTAGE %
Strongly Agree	60	67
Agree	24	27
Neutral	2	2
Disagree	3	3
Strongly Disagree	1	1
TOTAL	90	100
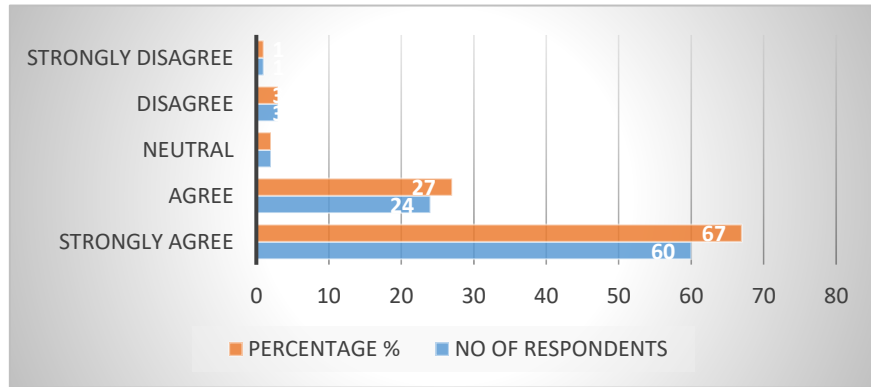
Chart 1. Respondents view on employees enhancement come through

Training and Development

INTERPRETATION:

From the above Chart it is interpretated that 27% of the respondents are agree, 60% of the respondents are strongly agree, 2% of the respondents are neutral, 3% of the respondents are disagree and 1% of the respondents are strongly disagree.

Table 2. Showing number of times training and development program is conducted in their organization

| TIME	NO OF RESPONDENTS	PERCENTAGE %
Once in a year	50	55
Half Yearly	30	33
Every Month	10	12
TOTAL	90	100
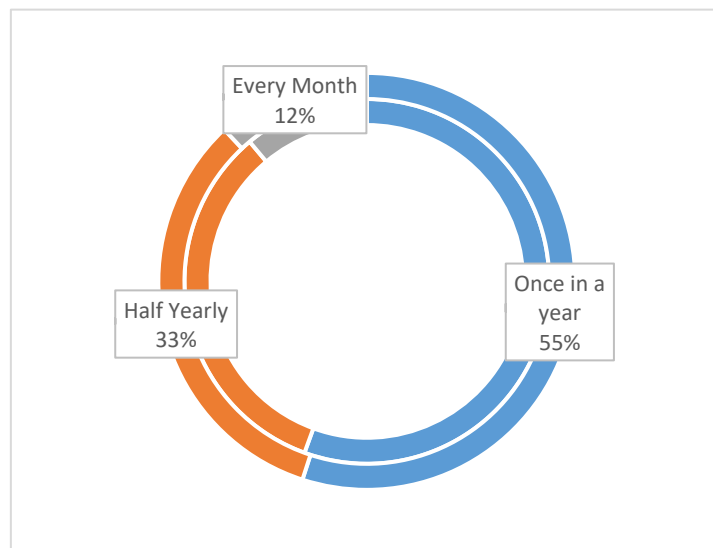
Chart 2. Showing number of times training and development program is conducted in their organization

INTERPRETATION:

From the above Chart it is interpretated that 55% of the respondent attended the training session once in a year, 12% of the respondent attended the training session every month and 33% of the respondent attended the training session half yearly.

Table 3. Respondents view on training and development reduce the stress of the employees

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE %
Strongly Agree	30	33
Agree	50	55
Neutral	6	7
Disagree	3	4
Strongly Disagree	1	1
TOTAL	90	100
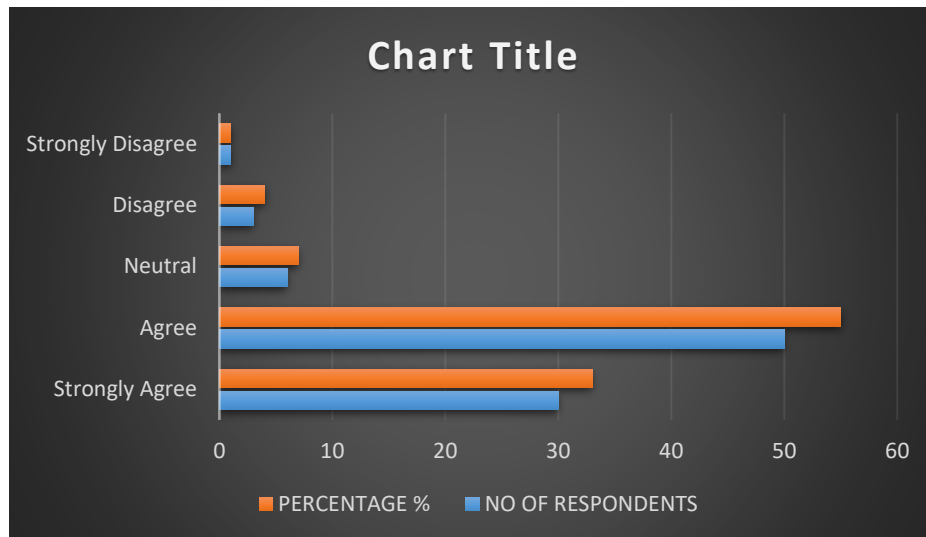
Chart 3. Respondents view on training and development reduce the stress of the employees

INTERPRETATION:

From the above Chart it is interpretated that 55% of the respondents are agree, 33% of the respondents are strongly agree, 7% of the respondents are neutral, 4% of the respondents are disagree and 1% of the respondents are strongly disagree.

CORRELATIONS		Do your organization conduct training and development program	Have you attended training and development program
Do your organization conduct training and development program	Pearson Correlation	1	0.5447
	Sig. (2-tailed)		0.00001
	N	90	90
Have you attended training and development program	Pearson Correlation	0.5447	1
	Sig. (2-tailed)	0.00001	
	N	90	90
The P Valve Is < 0.00001.The Result Is Significant At P<.05			

Table 4. Showing correlation on Different Do your organization conduct training and development program and Have you attended training and development program

INTERPRETATION:

Since the P value is .00001 is less than .05, H0 is rejected and H1 is. There is positive correlation between kinds of training and development program is provided in organization with regard to Training and development program teach techniques of performing a job to employees.

REGRESSION STATISTICS	
Multiple R	0.872734162
R Square	0.761664918
Adjusted R Square	0.758956565
Standard Error	0.341745825
Observations	90

	df	SS	MS	F	Significance F
Regression	1	32.84468	32.844387	281.22807	3.8258
Residual	88	10.277536	0.1167909		
Total	89	43.122222			

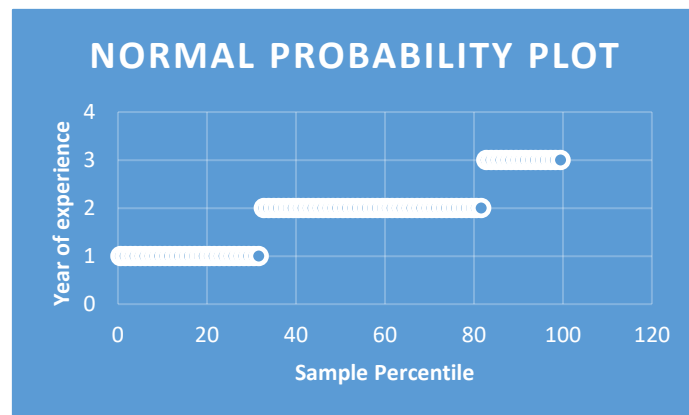|	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.37234	0.09549	3.898	0.0001	0.18256	0.56213	0.18256	0.5621
The performance	0.71384	0.0425	16.7698	0.3823	0.62924	0.7984	0.6292	0.7984

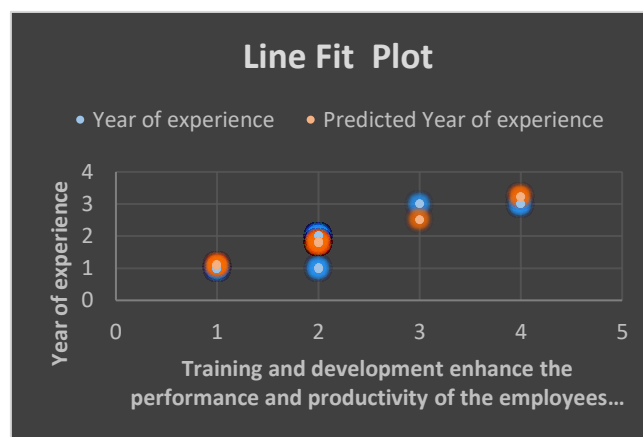**Table 5. Regression**

Chart 4. Normal Probability Plot

Chart 5. Line Fit Plot

INTERPRETATION:

Since the P value is 0.3823is less than .05, H0 is rejected and H1 is. There is positive Regression between Year of experience and Training and development enhance the performance and productivity of the employees as well as of the organizatio

SUMMARY OF FINDINGS

The study on the impact of manpower training and development on organizational productivity revealed several important findings. It was observed that employees who received regular training showed improved performance, higher motivation, and better efficiency in their work. Most respondents agreed that training programs helped them develop new skills, adapt to changes, and perform their tasks more effectively. The analysis also indicated a strong positive correlation between the quality of training programs and employee productivity. Organizations that invested more in continuous learning and development saw greater improvements in both individual and team performance. Furthermore, training was found to contribute to higher employee satisfaction and lower turnover rates.

- Positive Impact on Productivity: A majority of employees reported that training programs improved their job performance, efficiency, and confidence in carrying out tasks.
- Skill Enhancement: Most respondents agreed that training helped them gain new skills and improve existing ones, making them more effective at work.
- Motivation and Job Satisfaction: Employees who participated in training programs showed higher levels of motivation and job satisfaction compared to those who did not.
- Organizational Growth: The study revealed that departments with regular training activities experienced higher productivity and better teamwork.
- Need for Continuous Training: Respondents emphasized the importance of regular and updated training to keep up with technological and process changes in the organization.

SUGGESTION

Based on the findings of this study, the following suggestions are recommended to improve manpower training and development, and enhance organizational productivity Regular Training Programs organizations should conduct training sessions regularly to keep employees updated with new skills and knowledge. Training Needs Assessment before planning any training, management should identify the specific needs of employees to ensure training is relevant and effective. Follow-up and Evaluation there should be proper evaluation after each training to measure its impact and identify areas for improvement. Use of Modern Training Methods interactive methods like workshops, simulations, and e-learning should be used to make training more engaging and effective. Encourage Employee Feedback employees should be encouraged to share their opinions about training programs to help improve future sessions. Link Training to Career Development training should be tied to career growth opportunities to motivate employees to participate actively.

CONCLUSION

This study has shown that manpower training and development play a vital role in improving organizational productivity. The data collected and analysed clearly indicate that employees who receive proper training perform better, are more motivated, and contribute more effectively to organizational goals. Training helps in developing new skills, improving efficiency, and boosting job satisfaction. It also supports the long-term growth of the organization by preparing employees for future challenges. Overall, investing in employee training is not just a support function but a strategic tool for enhancing performance and achieving competitive advantage. Therefore, organizations should prioritize continuous and well-planned training programs as part of their overall development strategy.

DIRECTIONS FOR FUTURE RESEARCH

While this study provides valuable insights into manpower training and organizational productivity, future research should expand by including larger, more diverse samples across industries. Longitudinal studies could assess long-term impacts, while comparisons across sectors may identify best practices. Exploring technology-based training, incorporating managerial perspectives, and analyzing ROI can add depth. Research on individual differences, organizational culture, and leadership support can also enhance understanding. These directions will help organizations develop more effective, strategic training and development programs.

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