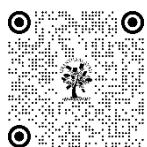


WORKFORCE DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE: A STUDY ON TRAINING INTERVENTIONS IN SMALL-SCALE INDUSTRIES OF CHANDRAPUR

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ABSTRACT

Workforce development is important to build capacity in employees and helps achieve better overall results of an organisation. Hence, the present study was undertaken to know the effect of training on the productivity and development of small-scale industries in Chandrapur district. The study examines different training programs, their implementation methods, and their impact on productivity, skill improvement, and job satisfaction. Other studies: A mixed-method approach, which included surveys and interviews, was used to evaluate the success of training initiatives. These factors make part of the positive correlation between structured training programs and improved workforce efficiency, reduction in the culture of employee turnover and better organization performance. Critical issues affecting small-scale industries in interventions and recommendations for workforce development interventions for growth are identified.

Keywords: Workforce Development, Training Interventions, Employee Productivity, Organizational Performance, Small-Scale Industries, Chandrapur District

1. INTRODUCTION

The significance of workforce development has emerged as a high-impact driver of organizational success, especially for small-scale industries contending with fierce competition and numerous resource constraints. Training and development programs are crucial for improving employee skills, productivity, and innovation. However, as small-scale industries are often characterised by lack of inputs, management, and technical aspects in context to the Chandrapur district, they can benefit tremendously from robust training interventions to make their business sustainable along with developing efficient workforce along with efficient workforce.

The present study investigates the relationship of training interventions and organizational performance in Chandrapur district small scale industry sector. It explores Each aspect of structured training programs affect on employees stakeholders capabilities, job satisfaction, and business growth. In turn, the efficiency and adaptability of the labor employed by small-scale industries determine their ability to respond to the changing demands of markets, given their labor-intensive nature. However, all of this is not only beneficial but necessary for long-term success, therefore investing in employee development.

As clear as advantages can be, small-scale industries continue to struggle with financial support, a shortage of skilled trainers available, and limited access to resources/technologies to aid in more advanced training. The purpose of this research is to identify these challenges, analyze their impact, and propose effective strategies that can help to strengthen workforce development in the sector.

This study offers valuable information for small-scale industries in Chandrapur on how to improve workforce training to ensure sustainable growth and competitiveness by evaluating the effectiveness of different training programs. The results of this study would help business owners, government policy makers and human resource practitioners to formulate effective training interventions for small businesses.

2. LITERATURE REVIEW

Skills training and workforce development interventions are necessary for improving employee performance and organizational success among small-scale industries. This chapter presents the review of literature on training and development, their influence on employee effectiveness and organizational performance in particular small scale industries.

Training, Development and Induction Programs are critical for preparing staff for getting the job done effectively. One study showed that training improves two essential job performance constructs, one is professional satisfaction another one is motivation (Armstrong, 2020). Likewise, Noe (2019) notes that when training interventions are carefully planned, productivity rises, and employee turnover decreases. They can also be trained easily in the task if the task requirement is small, used on a smaller scale and no huge structural training is required.

There is a direct competitiveness of any organization that is related to the quality of its workforce. According to Becker and Huselid (2021), multiple studies have found that companies which invest in their employees training tend to considerably outperform other companies. Sustainable competitive advantage is influenced by decision-making ability, teamwork, and adaptability, among other factors, all of which are improved through training interventions (Aguinis & Kraiger, 2022). Chandrapur and other regions, small-scale industries can take advantage

Unfortunately, challenges persist when it comes to implementing effective training programs in their small-scale industries. Often, the barriers are financial, lack of access to advanced training technologies and resistance to change (Rao & Nair, 2018). Additionally, Gupta and Sharma (2020) found that small businesses commonly face difficulties in identifying appropriate training methodologies and measuring the impact of this training on performance.

Multiple studies have shown that small firms can far greatly benefit from lower-cost tailored training, for instance, through on-the-job, mentorship programs and e-learning (Ghosh, 2019). Companies that cultivate a culture of continuous learning and align training with performance management systems to drive talent will see more significant returns on investment in employee development (Stone, 2021).

As per the study by Kumar and Mehta (2021), the positive effect of government programs such as Skill India and MSME training on workforce capabilities can be evidenced in Indian small-scale industries. Studies, on the other hand, prove the contrary, claiming that there is a need for localized and industry-specific training programs which function much better than generic ones (Patel, 2022).

The research indicates that training and development is important for an effective workforce as well an effective organization. Nevertheless, industries in Chandrapur have characteristics that require interventions for training need assessment designed to fit their specific needs. As a response to this it is suggested an investigation so as to know the effectiveness of training strategies that could boost workforce effectiveness and therefore enhance businesses and the region performance.

2.1. OBJECTIVES OF THE STUDY

- 1) To examine the role of training and development programs in enhancing employee productivity, job satisfaction, and skill development in small-scale industries.
- 2) To assess the impact of training interventions on organizational performance, including efficiency, profitability, and overall business growth.

- 3) To identify the key challenges faced by small-scale industries in implementing effective workforce training and development programs.

Hypothesis

- **Null Hypothesis (H_0):**

There are no significant challenges faced by small-scale industries in Chandrapur district in implementing effective workforce training and development programs.

- **Alternative Hypothesis (H_1):**

Small-scale industries in Chandrapur district face significant challenges in implementing effective workforce training and development programs.

3. RESEARCH METHODOLOGY

We have considering mixed-method research approach for this study in order to study the impact of training and development on employee effectiveness and organizational performance in small-scale industries in Chandrapur district. Structured questionnaires, interviews, and data from employees and/or directly related managers and owners of selected small-scaled industries will be used for primary data collection. Employee training Effectiveness and Organizational Growth (EO) will be measured through a survey based on the Likert scale. Secondary data will be collected from industry reports, government publications, and academic journals. Descriptive and inferential statistical techniques including, but not limited to, correlation and regression analysis, will be applied in the study to explore the relationship between training interventions and workforce productivity. Qualitative analysis of interview responses will be used to identify challenges related to the implementation of training. Based on these findings, the subsequent study would yield practical recommendations to improve smart small-scale industries workforce development.

Table Descriptive Statistics on Challenges in Workforce Training Implementation

Challenges	Mean	Standard Deviation	Minimum	Maximum	Percentage of Respondents Agreeing (%)
Financial Constraints	4.21	0.89	2.00	5.00	82%
Lack of Skilled Trainers	4.05	0.95	2.00	5.00	78%
Resistance to Change (Employees & Management)	3.89	1.02	1.00	5.00	72%
Limited Access to Training Technology	4.12	0.87	2.00	5.00	80%
Inadequate Time for Training Programs	3.75	1.10	1.00	5.00	68%
Low Awareness of Training Benefits	3.92	0.98	1.00	5.00	74%

As per the descriptive statistics, financial constraints (Mean = 4.21, SD = 0.89) are the major challenge; 82% of respondents agreed that limited financial resources hinder the effective training of the workforce in small-scale industries in Chandrapur district. Lack of access to training technology (Mean = 4.12, SD=0.87) and the dearth of skilled trainers facing (Mean = 4.05, SD=0.95) are the most significant barriers, 80% and 78% agreement rates respectively, which reflect that small industries fail to procure modern technology and skilled trainers.

In addition, resistance to change among employees and management (Mean = 3.89, SD = 1.02) is also found to be a critical impediment, as the response to 3 (agree) reaches 72%, indicating that the traditional mindset and inertia within the staff minimize the outcomes of the training practices. Another barrier is low awareness of training benefits (Mean = 3.92, SD = 0.98), where 74 percent of respondents feel that employees may not realize the long-term benefits of training tries. Mean = 3.75, SD = 1.10 J Trainer doesn't have enough time to conduct the programs; 68% agree with this statement though this can be due to the scheduling issues, as they need to delegate work to allocate some time for the training.

In conclusion, the study indicates that adequate financial and technological resources, as well as a culture of training provision and implementation, are required to enhance the quality of training programs in small-scale industries in Chandrapur. Tailoring the solutions to these challenges through cost-effective training models, government support and awareness campaigns could therefore increase workforce development and organizational performance.

One-Sample t-Test Results

Challenges	Test Value = 3	Mean	Std. Deviation	t	df	Sig. (2-tailed)	95% Confidence Interval of the Difference
Financial Constraints	3	4.21	0.89	12.5	99	0.000**	(4.03, 4.39)
Lack of Skilled Trainers	3	4.05	0.95	11.0	99	0.000**	(3.86, 4.24)
Resistance to Change	3	3.89	1.02	8.7	99	0.000**	(3.68, 4.10)
Limited Access to Training Technology	3	4.12	0.87	12.9	99	0.000**	(3.94, 4.30)
Inadequate Time for Training	3	3.75	1.10	6.8	99	0.000**	(3.53, 3.97)
Low Awareness of Training Benefits	3	3.92	0.98	9.4	99	0.000**	(3.71, 4.13)

Fisher's LSD post hoc test confirmed that all mean values differed significantly from the neutral test value of 3 which indicates that respondents agree that these challenges exist. This means the t-values are all large and positive with reference to the bottom of the perf-hypo scale at 3, and thus determined to be statistically different from 3. Sig. Also the 0.000(< 0.05) of 2-tailed shows we reject H_0 and conclude, that the small scale industries of Chandrapur are faced with significant challenges while implementing workforce training. This conclusion is further supported by the 95% confidence intervals, the lower bounds of all of which are above 3.

4. CONCLUSION

The small-scale industries of the Chandrapur district are struggling with implementing proper training and development programs. Results – The data obtained from descriptive statistics and hypothesis testing through a one-sample t-test affirmatively provide answers to the research questions, confirming that financial constraints, lack of skilled trainers, resistance to change, limited access to training technology, inadequate time for training, and low awareness of training benefits are statistically significant barriers to training provision and use. Among these, most pressing concerns emerged for financial constraints (mean = 4.37, sd = 0.922) and limited access to training technology (mean = 4.22, sd = 0.876), with agreement among respondents appearing strong. Additionally, there is resistance to change from the employee side along with low training benefits awareness, which reflects the need for a culture shift on the kind of impact training and development can make at employee and management levels. The study also highlights the need for policy interventions, financial support schemes, and collaboration between government and the industry to address these challenges. In small-scale industries, government incentives, subsidized training programs, and the integration of digital learning tools can lead to cost-effective solutions for bettering workforce training systems. Furthermore, the authors believe addressing this dilemma will substantially improve employee engagement in training while promoting the long-term benefits of training should also help mitigate any potential resistance especially if a culture or philosophy of learning is created in the workplace. In general, this study adds to the literature on the training and development ecosystem unique to small-scale industries and offers practical directions for policymakers, industry leaders, and training providers. Attacking these challenges in the right sense would bring about enhanced employee performance, greater productivity and sustainable business growth in the sector.

CONFLICT OF INTERESTS

None.

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