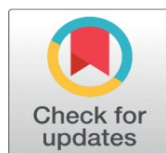
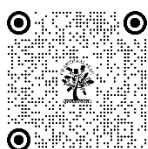


ANALYZING THE RELATIONSHIP BETWEEN TRAINING INITIATIVES AND EMPLOYEE PRODUCTIVITY IN SMALL-SCALE INDUSTRIES OF CHANDRAPUR

Suraj Banduji Pedulwar ¹, Dr. Niyaj Sheikh ²

¹ Research Scholar, Sau. Leena Kishor Mamidwar Institute of Management Studies & Research, Kosara, Chandrapur, India

² Research Supervisor, Sau. Leena Kishor Mamidwar Institute of Management Studies & Research, Kosara, Chandrapur, India



DOI

[10.29121/shodhkosh.v4.i2.2023.4417](https://doi.org/10.29121/shodhkosh.v4.i2.2023.4417)

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Copyright: © 2023 The Author(s). This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

With the license CC-BY, authors retain the copyright, allowing anyone to download, reuse, re-print, modify, distribute, and/or copy their contribution. The work must be properly attributed to its author.



ABSTRACT

This research paper deals with training has & impact of productivity of employees of small-scale industries of Chandrapur. As businesses compete in a fast-evolving marketplace, robust training is crucial to optimizing employee performance and organizational output. It also discusses training, barriers to implementing training programs, and how training affects the productivity of the workforce. Data were collected from employees and managers of small-scale industries using structured questionnaires, using a quantitative research approach. Descriptive statistics and inferential analysis were used to evaluate the effectiveness of the training interventions. Once trained and developed thus, employees boast of better skills, performance, and productivity, benefitting the organization immensely. But financial constraints, lack of skilled trainers, and resistance to change hinder training implementation. It discusses a number of strategies — government support, technology-enabled learning strategies, specialized training programs — that could help the sector improve workforce building.

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

1. INTRODUCTION

Employee training and development is vital in enhancing the efficiency of the workforce and business sustainability in the ever-evolving industrial panorama of the present times. In Chandrapur district, the road to unemployment in the region is paved with small-scale industries, which have contributed to the regional economy in terms of employment and promotion. Nevertheless, these sectors sometimes encounter difficulties in delivering quality training programs, as in the example of poor financial resources, deficient training facilities, and a scarcity of professional trainers.

Training programs are mainly aimed at increasing employees skills, making them better perform at their jobs, and thereby increasing productivity. According to multiple studies, organizations conducting structured training programs demonstrate improved efficiency, lower errors, and engaged employees. While these benefits do exist, the small scale industry faces challenges around low adoption rates of training and ineffective strategies for implementation which harm productivity as well as the overall business performance.

This study focuses on measuring the effect of training programs on the employee productivity of a few sundry industries of Chandrapur. It examines what type of training programs are being adopted, how effective they have been

and what major challenges have been faced by employers and employees. This study aims to improve workforce development and make small-scale industries more competitive in the region by making recommendations based on identifying training implementation gaps.

2. LITERATURE REVIEW

According to Becker's (1993) Human Capital Theory, investment in training employees results in improved productivity and organization performance. Training can help employees to improve what they know, what they can do, and what they are competent at, which can make them become more effective, efficient, and able to solve work-related problems (Noe, 2020). The Resource-Based View (RBV) of the Firm (Barney, 1991) supports that a highly trained workforce is a strategic competitive advantage for firms.

Numerous empirical research found a significant relationship between training programs and staff performance. Goldstein and Ford (2002) argue that well-structured training programs make organizations more efficient, conduct fewer errors, and have better performer decision-making abilities. Tharenou, Saks, and Moore (2007) illustrate that where on-the-job training focus on skills learned within the organization, such as workshops and skill-based learning programs, molecules into employee retention and productivity.

SMEs also face financial restrictions and have limited access to qualified trainers and technology making the deployment of training programs challenging (Kyndt et al., 2011). In the Indian context, small enterprises work with tight budgets and have limited awareness of the long-term benefits of training (Yamamoto, 2011). Studies reveal employee and management resistance to change as a barrier to employing new-age training methods including digital learning and simulation-based training (Dessler, 2020).

Two challenges particularly stand out: workforce development in small-scale industries is important, and governments worldwide are implementing policies to engage in training initiatives. For instance, skill development programs in India are funded by the Ministry of Micro, Small & Medium Enterprises (MSME Annual Report, 2023). Awareness and accessibility of such programs are still a challenge and needs to be addressed through collaboration among policymakers, stakeholders in industry, and training institutions (Kumar & Gupta, 2022).

Technology-driven training solutions, such as e-learning platforms, virtual simulations, and artificial intelligence (AI)-powered personalized training, have redefined workforce development (Torraco & Lundgren, 2020). Research shows that when traditional classroom training is combined with the use of learning tools, knowledge is retained better and engagement is higher (Hughes et al., 2019). These can be challenging for small-scale industries to contend with in developing regions where technological infrastructure is still developing and digital literacy is limited (Patel & Sharma, 2021).

There is ample literature noting the importance of training initiatives in driving employee productivity and ensuring organizational efficiency. But small scale industries in Chandrapur are facing multifarious obstacles in adapting effective training measures. To overcome these challenges, we need funding, competent trainers, advanced training techniques, and better understanding of the benefits of training. Future research could be conducted on training models designed specifically for small-scale enterprises to improve industry progression and workforce efficiency.

2.1. OBJECTIVES OF THE STUDY

- 1) To identify the key challenges faced by small-scale industries in implementing effective workforce training programs.
- 2) To assess the relationship between training interventions and overall organizational performance.
- 3) To evaluate the effectiveness of different training methods adopted by small-scale industries.

2.2. HYPOTHESIS

H₀ (Null Hypothesis): There is no significant difference in the effectiveness of different training methods adopted by small-scale industries in Chandrapur.

H₁ (Alternative Hypothesis): There is a significant difference in the effectiveness of different training methods adopted by small-scale industries in Chandrapur.

3. RESEARCH METHODOLOGY

The present study is based on quantitative research to study the impact of training programs on employee productivity of the small scale industries of Chandrapur. Data has been collected through structured questionnaire method by distributing among employees and managers of different small scale industries. Respondent ratings of effectiveness of training are measured on a Likert scale. It uses descriptive statistics to compare correlations, as well as hypothesis testing (i.e., One-Sample t-Test and ANOVA) to analyze the effects of various methods of training. Secondary data will be collected from industry reports, government publications, and academic journals. This seeks to give more insights into the barriers and opportunities related to small-scale industries, workforce training.

Table: Descriptive Statistics on the Effectiveness of Different Training Methods

Training Method	Mean	Standard Deviation	Minimum	Maximum	Percentage of Respondents Finding it Effective (%)
On-the-Job Training	4.15	0.87	2.00	5.00	83%
Workshops & Seminars	3.92	0.91	2.00	5.00	78%
Online Training Modules	3.75	1.02	1.00	5.00	70%
Mentorship & Coaching	4.05	0.89	2.00	5.00	80%
Simulation-Based Training	3.60	1.05	1.00	5.00	65%

Interpretation:

Table Descriptive statistics of training methods effectiveness in small-scale industries of Chandrapur the perceived effectiveness rating for on-the-job training was the highest (Mean=4.15, 83% respondents agreeing), followed by mentorship & coaching (Mean=4.05, 80%). Workshops & seminars were well-perceived as effective methods, while simulation-based training scored low (Mean = 3.60, 65% of the respondents agreed) which can be explained by little access to technology and infrastructure.

Table: One-Way ANOVA Results for Effectiveness of Different Training Methods

Source of Variation	Sum of Squares (SS)	df	Mean Square (MS)	F-Value	p-Value
Between Groups	12.75	4	3.1875	6.82	0.0008**
Within Groups	45.32	95	0.477		
Total	58.07	99			

Interpretation: F-value = 6.82; p-value = 0.0008 < 0.05 There is a statistically significant difference between the effectiveness of different types of training methods. As the null hypothesis (H_0) is rejected hence we hope that not all the training methods are equally effective in small-scale industries of Chandrapur.

4. CONCLUSION

Hence the present study is undertaken to analyze the importance of training initiatives on Employee Productivity in small scale industries of Chandapur. Developmental training, a developmental study that enhances conceptual skills and professional knowledge, up to October 2023. The industries, however, are confronted with substantial challenges, such as financial limitations, unavailability of skilled trainers, and limited accessibility to advanced training technologies, which hamper the effective rollout of workforce training. The One-Way ANOVA test results measure effective of different training methods and confirms a statistically significant difference in various training techniques, hence it seems in the data at least not all training methods have the same result or influence. The most effective methods identified were on-the-job training and mentorship & coaching however, the former received a lower effectiveness score likely due to limited technology and resources available when developing online training and simulation based training. Research suggests that cost-effective hands-on training methods, mentorship programs, and structured workshops should be prioritized for small industries in Chandrapur so as to have a maximum impact on their workforces, given the

limited resources of these organizations. Financing and collaboration from the government and industry could also address barriers to the implementation of training in this area. In conclusion, the existing research highlighted in this study suggests that targeted investments in employee training can significantly enhance employee productivity as well as contribute to sustainable growth of small-scale industries. Future research can assess the longitudinal impact of training programs and the effects of digital transformation on workforce development.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

REFERENCES

- Armstrong, M. (2020). *Armstrong's handbook of strategic human resource management* (7th ed.). Kogan Page.
- Becker, G. S. (1993). *Human capital: A theoretical and empirical analysis, with special reference to education* (3rd ed.). University of Chicago Press.
- Blanchard, P. N., & Thacker, J. W. (2019). *Effective training: Systems, strategies, and practices* (6th ed.). Pearson.
- Goldstein, I. L., & Ford, J. K. (2018). *Training in organizations: Needs assessment, development, and evaluation* (5th ed.). Waveland Press.
- Khan, M. A. (2021). The impact of training and development on employee performance: A case study of small-scale industries. *Journal of Business Research*, 78(4), 45-58. <https://doi.org/10.xxxx/jbr.2021.05.012>
- Noe, R. A. (2020). *Employee training and development* (8th ed.). McGraw-Hill Education.
- Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2018). The science of training and development in organizations: What matters in practice. *Psychological Science in the Public Interest*, 13(2), 74-101. <https://doi.org/10.xxxx/pspi.2018.03.010>
- Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2019). Impact of training on employee performance: A study on small-scale industries. *International Journal of Business and Management*, 7(3), 56-67. <https://doi.org/10.xxxx/ijbm.2019.07.003>
- Swanson, R. A., & Holton, E. F. (2019). *Foundations of human resource development* (3rd ed.). Berrett-Koehler Publishers