International Journal of Engineering Technologies and Management Research
May 2026 13(5)
www.ijetmr.com

Original Article

# STUDY ON CONSEQUENCES OF WORKER INVOLVEMENT AND DECISION-MAKING ENHANCE ENGAGEMENT, PRODUCTIVITY, WORK-LIFE BALANCE

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## ABSTRACT

The culture of an organization is composed of its "unique personality" as well as the sum of its ideas, values, traditions, and symbols that have an effect on the behavior of the organization. Different contexts often refer to defined beliefs and values. This means that traditional methods of doing things, such as social hierarchies or prescribed rituals, have been present for a very long time and have been passed down from one generation to the next. A high level of employee engagement is beneficial to the overall performance of the firm as well as the success of each individual worker employed by the organization. In 2004, researchers from the Gallup organization made a significant discovery about the connection between prosperous firms, engaged workers, devoted customers, and substantial financial success. For the purpose of analyzing the scores of two factors, namely staff engagement and customer loyalty, the researchers used samples of enterprises that were in the top 25% and the bottom 25%, respectively. A firm's culture is the collective set of values and conventions that its members have established over time as a result of their experiences working together to solve challenges. Later, these ideas become the standard for how new members should view and handle issues. Among the units that fall under the authority of the government initiative are cooperative dairy farms. Because private dairy units are increasing the amount of milk they buy from farmers, the quantity of milk that cooperative dairy units buy is declining. The straightforward explanation for this is that the farmers whose milk is used by cooperative dairy units are not receiving their appropriate portion of the milk. The sample consisted of four hundred different workers.

**Keywords:** Decision-Making, Worker Involvement, Productivity, Work-Life Balance

## INTRODUCTION

The culture of an organization is composed of its "unique personality" as well as the sum of its ideas, values, traditions, and symbols that have an effect on the behavior of the organization. Different contexts often refer to defined beliefs and values. This means that traditional methods of doing things, such as social hierarchies or prescribed rituals, have been present for a very long time and have been passed down from one generation to the next. A firm's culture is the collective set of values and conventions that its members have established over time as a result of their experiences working together to solve challenges. Later, these ideas become the standard for how new members should view and handle issues. Tummalapalli et al. (2023), Agrawal and Tyagi (2010), Jermsittiparsert (2020), Vasudevan et al. (2022), Dasgupta (2014), Ritonga et al. (2019).

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**Received:** 15 February 2026; **Accepted:** 20 April 2026; **Published** 09 May 2026
**DOI:** 10.29121/ijetmr.v13.i5.2026.1770
**Page Number:** 10-19
**Journal Title:** International Journal of Engineering Technologies and Management Research
**Journal Abbreviation:** Int. J. Eng. Tech. Mgmt. Res.
**Online ISSN:** 2454-1907
**Publisher:** Granthaalayah Publications and Printers, India
**Conflict of Interests:** The authors declare that they have no competing interests.
**Funding:** This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.
**Authors' Contributions:** Each author made an equal contribution to the conception and design of the study. All authors have reviewed and approved the final version of the manuscript for publication.
**Transparency:** The authors affirm that this manuscript presents an honest, accurate, and transparent account of the study. All essential aspects have been included, and any deviations from the original study plan have been clearly explained. The writing process strictly adhered to established ethical standards.

It is the cumulative, long-standing, and mostly constant shared beliefs and practices of a firm's members that constitute the organization's culture. The relationship between the relative significance of different areas of life, the way individuals feel about important things, the rituals that help people cope with difficulties, and the punishments that make individuals do the right thing and the wrong thing are all examples of this. Carla Curado, Paulo Lopes Henriques and Sofia Ribeiro (2015) The history of the concept of culture spans a vast and complicated period of time. For the last ten years, certain academics and business executives in the field of organizational behavior have used the phrase to refer to a company's proclaimed beliefs and goals or to define the manner in which a corporation treats its employees. This term has been used in the field of organizational behavior.

The term "organizational culture" is described as the aggregate of an organization's norms, values, principles, standards, and beliefs that influence the way individuals think and act inside the company. A society's culture is defined as its "total taught talent and behavior," as stated. This concept comprises a society's knowledge, beliefs, art, morals, laws, and customs. Culture, to put it another way, encompasses everything out there.

## CONSEQUENCES OF WORKER INVOLVEMENT

Employee input is generally good, according to both academics and practitioners who have worked in the field. Kim Buch, Susan Bartley (2002) Undoubtedly, a significant number of people hold the assumption that there is a relationship between engaged workers and productive workplaces. In a meta-analysis that Harter and his colleagues conducted, they found that this link was really present. Research has demonstrated that the substantial connection between employee happiness and their level of interest in their work significantly influences a positive economic outcome. Consequently, businesses have a responsibility to give these characteristics the attention that they merit.

A high level of employee engagement is beneficial to the overall performance of the firm as well as the success of each individual worker employed by the organization. In 2004, researchers from the Gallup organization made a significant discovery about the connection between prosperous firms, engaged workers, devoted customers, and substantial financial success. For the purpose of analyzing the scores of two factors, namely staff engagement and customer loyalty, the researchers used samples of enterprises that were in the top 25% and the bottom 25%, respectively. A number of crucial productivity indicators, including sales, customer complaints, and turnover, were among the areas in which the lowest 25% of the market segment performed very badly. The findings of the international survey research (ISR) indicate that teams are unable to function to their full potential unless they have established an emotional connection with both their workers and their customers. The study asserts that publicly listed companies with more engaged workers demonstrated higher levels of profitability per share. This statement is based on Gallup's research. Aldoghan and Piaralal (2024), Kummeta and Mary (2023), Sauer and Vrolijk (2019), Casimiro and Coelho (2018)

Lerato Ngwenya and Clinton Aigbavboa (2017) Work practices that include a high level of engagement may be able to foster the development of positive attitudes and ideas. This could potentially lead to an increase in staff engagement. These strategies have the potential to encourage appropriate behavior, leading to the intended outcome of improved performance. It states that in order for a high participation work practice to be successful in increasing employee engagement, it must first demonstrate the ability to empower people. mainly because it is self-evident that power delegation is essential to the achievement of both goals. They primarily argue that providing employees with more opportunities to participate in workplace decision-making will enhance their engagement, productivity, and work-life balance. The research findings indicate that a variety of criteria, such as pleasure at work, satisfaction with customers, and employee performance, are associated with highly engaged workers. Al-Tameez (2004), Argyris and Schön (1996), Arogyaswamy and Byles (1987), Baker and Camarata (1998), Barrett (1995)

## EMPLOYEE ENGAGEMENT'S EFFECTS

- The degree to which people are involved in their work has a direct bearing on productivity. An engaged staff performs better than its competitors and has significant advantages for the company.
- The duration of an individual's employment with the firm directly correlates with their level of commitment. It is inevitable that dedicated employees will be loyal to the brand, help promote their products, and help the company succeed.
- There is a strong relationship between the degree of employee engagement and the amount of motivation that employees get. A worker demonstrates not only enthusiasm but also motivation, is highly motivated and proactive, and is eager to assume additional responsibilities when presented with the chance.

## ELEMENTS THAT PROMOTE EMPLOYEE ENGAGEMENT

There are a number of factors that determine the level of employee engagement, including the following:

The development of one's career: Employees who are highly engaged have the opportunity to improve their existing skills, learn new ones, broaden their knowledge base, and realize their full potential in accordance with their professional goals when they work for businesses that encourage a high level of employee engagement. The growth of one's career is essential for maintaining people

with high levels of expertise and for offering opportunities for advancement on an individual level. In addition to that, it has a significant impact on staff engagement.

Philip Seamen. Anita Eves (2005) Employees respect employee empowerment when they have a say in decisions that could affect their jobs. Leaders cultivate a trustworthy and demanding environment in a highly engaged workplace, strongly encouraging workers to participate in the decision-making process. As a result, the workplace is highly engaged. Because of this, not only does it encourage transparency within the system, but it also raises the level of trust that exists between employers and employees. Bechtold (2000)

Ensuring proper treatment and equal opportunities for employees is crucial for a successful company model. An organization's success is directly proportional to the success of its workforce. By doing so, they provide the framework for equal opportunities for progress for all workers, which is a significant contribution. The following are the rewards and perks: It's crucial to tie salary and benefits to an employee's performance on the job and to standards that are common in the relevant industry in order to boost employee engagement.

In order for employees to be able to communicate effectively and feel comfortable in their employment, they must be aware of the underlying values that their particular organizations defend. The company must uphold the principle of open doors at all times. There must be adequate channels for employees to connect with one another in the business's communication infrastructure, both at the top and the bottom of the hierarchy. Customers use a technique to evaluate a product or service. There is a considerable relationship between the quality of a company's goods and services and the offerings that it provides. Workers who are excited about their work and take pleasure in carrying it through to completion are more likely to achieve customer satisfaction. Brown (1995), Brown and Duguid (1991), Churchill and Iacobucci (2002), Crossan et al. (1995), De Geus (1988), Deal and Kennedy (1982)

## OBJECTIVES OF THE STUDY

1) To study on Elements That Promote Employee Engagement
2) To study on Employee engagement's effects

## RESEARCH METHOD

### RESEARCH DESIGN

This inquiry employs the research method known as descriptive research. A "descriptive study" primarily concentrates on gathering data and offering sufficient explanations. This article primarily focuses on an issue that is currently a global concern. We create a method to gather descriptive data for a more in-depth inquiry.

## STUDY'S CONCEPTUAL FRAMEWORK

Mehmannavazan, Soheila & mousavi, keivan. (2016) The researcher investigated the relationship between the training and development programs offered by public and private dairy farms and the efficiency of their respective organizations using path analysis. The researcher also utilized employee performance as a mediator in this investigation. The researcher was responsible for constructing the research framework in a manner consistent with the theoretical underpinning. All the branches, starting from IV (Development) and IV (Training) and ending in OP, have completed their assigned tasks. DeLong and Fahey (2000), Denison (1984), Denison (1990), Dess and Picken (2000), Dixon (1993)

### 1) Training:

Training encompasses a variety of methods used to instruct both current and prospective personnel on how to effectively carry out their responsibilities. The process of passing on one's expertise in certain technological domains consumes a significant amount of time during the training process. The study's objective was to determine the current level of satisfaction that technical staff members at dairy plants have with the current state of training and development. The inquiry devoted a significant portion to examining the independent variable known as training. The factors that are listed below were given further consideration.

### 2) Method Of Instruction

As stated, training design is the process of organizing events in a way that facilitates and enhances the learning experience. When it comes to training design, one of the most important aspects is ensuring that the content, method, and delivery all complement one another in order to offer the learners the most beneficial learning experience possible. In order to ensure focused learning, it is critical to take a scientific approach to the program's construction, taking into account the learning objectives, the characteristics of the students, and the constraints of the environment Fiol and Lyles (1985), Garratt (1988)

## SOURCES OF DATA COLLECTION

### 1) Primary Data

We have used questionnaires to gather information from individuals. We send the questionnaires to various staff members involved in the dairy sector. Following the completion of the testing phase, interviews were conducted with 25 cooperative workers from Erode. Researchers and professionals immediately analyzed the data after the interviews concluded. Those who work at the dairy factories in Erode and Salem were the recipients of the amended survey, which was the last stage in distribution.

**2) Secondary Data Sources**

We also gathered secondary data from a wide range of sources. These sources encompassed both published and unpublished items, along with textbooks, journals, newspapers, and various public and private databases.

**VARIABLES RELATED TO DEMOGRAPHY**

In this case, legitimacy is sufficient on its own; we posed eleven questions, and the individuals who work in dairy factories will provide us with the most accurate responses. We are using both ordinal and nominal scales in our data collection method. Marquardt, M. J. (1996) Garvin (1993), Gupta (2007), Handy (1993), Harper and Utley (2001), Harvey and Denton (1999)

**1) Training**

The investigator who conducted the study devised this measure. The study required dairy plant employees to rate 38 statements on a five-point Likert scale. This portion represents the overwhelming majority of the entire sample. When it comes to the subject of staff training in dairy factories, responses vary from "strongly disagree" to "strongly agree" on a scale of one to five.

| Dimensions | Items |
|---|---|
| Training Design | 1 to 11 |
| Management and Peer Support | 12 to 21 |
| Motivational Training | 22 to 29 |
| New technology | 30 to 35 |
| Delivery Style | 36 to 38 |

**2) Development**

The investigator who conducted the study conceived this measure. This survey asks employees at dairy plants to rate 29 different items on a five-point Likert scale. This section accurately represents the vast majority of the entire population. We ask dairy factory workers about their opinions on career progression using a scale ranging from "strongly disagree" to "strongly agree."

| Dimensions | Items |
|---|---|
| **Employee Attitude and Behaviour** | **39 to 45** |
| Communication Development | 46 to 50 |
| Self-Efficacy | 51 to 56 |
| Inter-Relationships | 57 to 61 |
| Waste Minimization | 62 to 67 |

**3) Performance Of Employees**

Halim Kazan and Sefer Gumus were considered to be responsible for compiling the performance assessment form (2013). Dairy plants evaluate the performance of their employees based on six claims. Workers' responses to surveys measuring their job performance ranged from strongly disagreeing to strongly agreeing on a scale of one to five.

| S.No. | Statements | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|---|
| 1 | I understand the significance of my job to the dairy factories. | | | | | |
| 2 | Working in dairy factories has the potential to teach me new things. | | | | | |
| 3 | No one can perform the task that I do unless they are qualified. | | | | | |
| 4 | At work, I am able to make full use of my abilities. | | | | | |
| 5 | Everything that I do has value. | | | | | |
| 6 | If I fail to do my tasks properly, the dairy plants will suffer losses, and I am cognizant of this fact. | | | | | |

**Path Analysis**

The route provides a visual representation of the linked variables. This representation includes the dependent variable, the independent variables, and the errors. A cursory examination of the graphic will allow you to recognize the direct and indirect ways in which one variable influences another variable. We make use of a pair of arrow heads in order to demonstrate the degree to which the independent variables are associated with one another. Niraj and Parbhat (2015) There are regressions represented by lines, each with a single arrowhead. Route analysis is one technique that leverages regression techniques, primarily developed for modeling purposes. Each connecting line may represent a collection of measurements utilized for regression or correlation.

**DATA ANALYSIS**

**Table 1**

**Table 1 Two Way ANOVA Test Shows Employees' Opinion Towards Delivery Style of Training Based on Dairy and Salary**

| Dairy | Salary | Mean | SD | Source | F | p | DMRT |
|---|---|---|---|---|---|---|---|
| | 0-14000 | 3.3571 | 0.6674 | | | | |
| | 14001-24000 | 3.2975 | 0.43949 | | | | |
| | 24001-30000 | 3.5023 | 0.54445 | | | | |
| Private | Above 30000 | 3.415 | 0.50891 | Dairy | 19.245 | 0.000 | -- |
| | **Total** | **3.3448** | **0.53406** | | | | |
| | 0-14000 | 3.6339 | 0.95756 | | | | |
| | 14001-24000 | 3.5897 | 0.34817 | | | | |
| | 24001-30000 | 3.7764 | 0.39671 | | | | |
| Coop | Above 30000 | 3.8469 | 0.62261 | Salary | 2.366 | 0.071 | -- |
| | **Total** | **3.6757** | **0.53984** | | | | |
| | 0-14000 | 3.3989 | 0.72004 | | | | |
| | 14001-24000 | 3.3645 | 0.4372 | | | | |
| Total | 24001-30000 | 3.619 | 0.50183 | Dairy * Salary | | | |
| | Above 30000 | 3.5878 | 0.58878 | | 0.192 | 0.902 | -- |
| | **Total** | **3.4275** | **0.55374** | | | | |

We performed a two-way analysis of variance on four hundred dairy workers from the Erode and Salem districts. We divided these workers between cooperative and private dairy operations. In this study, the categorization of dairy products and the salary bracket of dairy workers were considered independent variables, whereas the manner of factor delivery was considered to be the dependent variable. Based on the data presented in the table, we formulated the following hypotheses: We divide dairy goods into two primary categories and attend training programs into four basic categories.

According to the Sun, He-Chuan. (2003) data collected at the private dairy factory, the figures to take into account are 3.3448 for the mean and 0.53406 for the standard deviation. The overall mean for the cooperative dairy plants is 3.6757, while the standard deviation is 0.53984. The total mean is 3.6757. All things considered, the overall mean remains at 3.4275, with a standard deviation of 0.55374. In contrast to the employees working in cooperative dairy plants, it would seem that those working in private dairy plants are more open to training programs that concentrate on improving delivery style. Inferential statistics showed a significant impact on both the cooperative dairy facilities and the private dairy facilities' delivery methods, with an F-ratio of 19.245 and a p-value of 0.001. The hypothesis lacks support due to the difference in the mode of delivery. Including salary as the other independent variable results in an F-ratio of 2.366 and a p-value of 0.071. Everyone accepts the theory, with no disagreement regarding its presentation. A p-value of 0.902 and an F-ratio of 0.192 demonstrate no significant difference in the combined influence on revenue and delivery style of dairy plants, leading to the acceptance of the null hypothesis. The data suggests that there are no significant differences in delivery methods across different pay groups and dairy factories. Depending on the type of dairy product, we observe differences in delivery methods, but we do not observe differences based on the salary group. Even after accounting for potentially confusing factors like wage groups and dairy factories, the method of delivery remains consistent. When it comes to fee-based training programs, the data indicate that employees working at private dairy plants have a more skeptical attitude toward enhanced delivery style. This is in contrast to employees working for cooperative dairy plants, who have a more positive attitude.

**Table 2**

**Table 2 Two way ANOVA Test shows Employees' Opinion towards Self-efficacy of Development Based on Dairy and Age**

| Dairy | Age | Mean | SD | Source | F | p | DMRT |
|---|---|---|---|---|---|---|---|
| | Below 30 | 3.6262 | 0.45027 | | | | |
| | 30-40 | 3.7859 | 0.47619 | | | | |
| | 41-50 | 3.7117 | 0.50254 | | | | |
| Private | Above 50 | 3.0556 | 0.29588 | Dairy | 2.479 | 0.116 | -- |
| | **Total** | **3.6906** | **0.48585** | | | | |
| | Below 30 | 3.7061 | 0.46973 | | | | |
| | 30-40 | 3.8293 | 0.50066 | | | | |
| | 41-50 | 3.9596 | 0.43106 | | | | |
| Coop | Above 50 | 2.9167 | 0.26726 | ATP | 10.076 | 0 | -- |
| | **Total** | **3.7675** | **0.50704** | | | | |
| | Below 30 | 3.6442 | 0.48437 | | | | |
| | 30-40 | 3.8053 | 0.45886 | | | | |
| Total | 41-50 | 3.7544 | 0.43995 | Dairy * ATP | | | |
| | Above 50 | 3.0556 | 0.29588 | | 0.049 | 0.952 | 2,3,1>4 |
| | **Total** | **3.7188** | **0.48018** | | | | |

We performed a two-way analysis of variance on four hundred dairy workers from the Erode and Salem districts. We divided these workers between cooperative and private dairy operations. The age of the workers and the kind of dairy company for which they worked were considered to be independent variables, while the self-efficacy of the development factor was considered to be the dependent variable. Gary wood, Leon green, and Brenna h. Bry (1982) To begin the process of putting the following hypotheses to the test, we first used the table to divide the independent variable of age into four distinct groups and the dependent variable of dairy intake into two distinct groups.

The concordant standard deviation is equal to 0.50704. These two results demonstrate that cooperative dairy farms have a higher level of self-efficacy in comparison to private dairy plants. The total average is still 3.7188, with a standard deviation of 0.48018. The training sessions appear to have positively impacted the participants' evaluations of their own capabilities in relation to dairy plants.

The presence of private and cooperative dairy plants significantly influences the self-efficacy of both commercial and cooperative plants, as evidenced by an F-ratio of 2.479 and a p-value of 0.116. The concept of self-efficacy supported the correctness of the hypothesis. The F-ratio for age, the second independent variable, is 10.076, and the p-value for this variable is 0.001. People's differences in self-efficacy led to the rejection of the hypothesis. Because the interaction between age and self-efficacy in the dairy factory did not exhibit statistical significance (F-ratio = 0.049, p = 0.952), we have decided to accept the null hypothesis. According to the findings, Harry J. Martin (2010) it would seem that there is no noticeable difference in perceived levels of self-efficacy across different age groups or dairy factories. According to the DMRT findings, the age groups with the highest mean scores and the same amount of opinion were those between the ages of 30 and 40, 41 and 50, and less than 30 years old. The individuals aged 50 and older had the lowest average score of all the groups.

When it comes to variations in self-efficacy of development that are associated with age, dairy plants do not demonstrate any variation at all. Research demonstrates that when considering the total consequences, there is no statistically significant difference in developmental self-efficacy between age groups or dairy plants. It appears that the training programs have had a more positive impact on the self-efficacy of growth in private dairy plants compared to cooperative dairy plants.

**Table 3**

**Table 3 Training Impacts Development by Private Dairy Synopsis of the Design**

| R | R Square | Adjusted R Square | Std. Error of the Estimate | F | p |
|---|---|---|---|---|---|
| **Dairy Type = Private** | | | | | |
| 0.783 | 0.613 | 0.607 | 0.24524 | 93.194 | 0.000 |

**Coefficients**

| S.No. | Factors of Training | Un standardized Coefficients | | Standardized Coefficients | t | p |
|---|---|---|---|---|---|---|
| | | B | SE | Beta | | |
| | (Constant) | 1.285 | 0.152 | | 8.465 | 0.000 |
| 1 | Training Design | -0.025 | 0.025 | -0.038 | -1.017 | 0.310 |
| 2 | Management and Peer Support | 0.374 | 0.046 | 0.422 | 8.176 | 0.000 |
| 3 | Motivational Training | 0.109 | 0.037 | 0.120 | 2.981 | 0.003 |
| 4 | New technology | 0.088 | 0.022 | 0.157 | 3.975 | 0.000 |
| 5 | Delivery Style | 0.311 | 0.037 | 0.425 | 8.347 | 0.000 |

Following the completion of the data's regression analysis, which were conducted with a sample size of two hundred private dairy workers from the Salem and Erode districts, demonstrate the factors that influence development and training. During the course of the research, the training components were considered to be independent variables. In this study, the dependent variable that was subjected to investigation was development. The diverse training was grouped into five areas: training design, management and peer support, inspiring training, new technology, and delivery style. These are the five categories that were used to arrange the training.

The R2 squared value is 0.613, which is a value. To put this into perspective, this indicates that training is responsible for 61.3% of the variation in achievement. At the 1% level of statistical significance, a p-value of 0.000 and a F ratio of 93.194 show it is statistically significant. The evidence presented here suggests that training has a significant influence on the growth of employees working for private dairy enterprises. Hatten and Rosenthal (2002)

Taking a look at the individual regression weights allowed for the determination of the following variables: management and peer support (beta=0.422), inspiring training (beta=0.120), new technology (beta=0.157), and delivery style (beta=0.425). Due to the fact that the p-values that we obtained were lower than 0.001, we are able to reject the notion that it is real. It was determined that the null hypothesis for the factor training design was correct since the p-value for the design was 0.310, which was more than 0.050. Thang Ngoc Nguyen, Quang Truong

The findings indicate that new technology, delivery style, training that is inspiring, support from peers and management, and overall development are all affected. Furthermore, with reference to private dairy, the study found that the training design had a little impact on the levels of development.

**Table 4**

**Table 4 Summary of Co-operative Dairy Model Training Effect on Development**

| R | R Square | Adjusted R Square | Std. Error of the Estimate | F | p |
|---|---|---|---|---|---|
| **Dairy Type = Co-operative** | | | | | |
| 0.867 | 0.752 | 0.738 | 0.19398 | 56.908 | 0.000 |

**Coefficients**

| S.No. | Factors of Training | Un standardized Coefficients | | Standardized Coefficients | t | p |
|---|---|---|---|---|---|---|
| | | B | SE | Beta | | |
| | Constant | 1.378 | 0.179 | | 7.699 | 0.000 |
| 1 | Training Design | 0.156 | 0.034 | 0.323 | 4.559 | 0.000 |
| 2 | Management and Peer Support | 0.349 | 0.051 | 0.504 | 6.881 | 0.000 |
| 3 | Motivational Training | 0.150 | 0.059 | 0.157 | 2.551 | 0.012 |
| 4 | New technology | 0.108 | 0.042 | 0.194 | 2.596 | 0.011 |
| 5 | Delivery Style | 0.236 | 0.050 | 0.336 | 4.766 | 0.000 |

**Path Analysis**

The chi-square p-value that is connected with the hypothesis should be more than 0.05. The data for the analysis are then utilized only for the purpose of fitting the model thereafter. Additionally, there are additional signs that need to be analyzed, and they need to be situated somewhat near to one another. Saratun, Molraudee. (2016) During the course of this route study, The goodness-fit

index, the AGFI, and the GFI compared-fit index (CFI), and normal goodness-fit index (NFI) were calculated to be 0.998, 0.964, 0.999, and 0.999, respectively. Due to the fact that each of these values is quite near to one, it is reasonable to assert that the model is consistent with both the facts and the theoretical picture. One last thing to consider is that the Root Mean Squared (RMR) value need to be lower than 0.08. The fact that it is only 0.000 in our situation is evidence that the model is well fitted. Hofstede (1993)

Through the use of employee performance as a mediator, route analysis demonstrates the ways in which training and development, two independent factors, influence the success of this business.

**Table 5**

**Table 5 Regression Weights**

| V | | IV | Calculate | S.E. | C.R. | B | p |
|---|---|---|---|---|---|---|---|
| Employee performance | <--- | Instruction | 0.532 | 0.073 | 7.257 | 0.419 | *** |
| Employee performance | <--- | Development | 0.645 | 0.082 | 8.577 | 0.494 | *** |
| Organizational Performance | <--- | Instruction | 0.219 | 0.066 | 3.306 | 0.103 | *** |
| Organizational Performance | <--- | Development | 0.291 | 0.075 | 3.872 | 0.248 | *** |
| Organizational Performance | <--- | Employee performance | 0.411 | 0.057 | 7.201 | 0.483 | *** |

Both the training variable and the development variable received beta values of 0.419 and 0.495, respectively, when we examine the regression weights. The training variable received a beta value of 0.419. Considering that the p-values that we obtained were lower than 0.010, we decided to reject the null hypothesis. As a consequence of this, it has been shown that the improvement of employee performance in private dairy companies is influenced by training and development. Dan, Can & Ngoc, Dao. (2023) In light of the regression weights, we discover that the beta value for training was 0.203, while the significance of beta for what development was 0.248, and the beta value for employee performance was 0.483. Considering that the p-values that we obtained were lower than 0.010, we decided to reject the null hypothesis. Numerous components comprise the success of private dairy plants as an organization, including employee performance, employee growth, and training.

## CONCLUSION

A study that compares the training and development opportunities available in dairy businesses has not yet been conducted. Among the units that fall under the authority of the government initiative are cooperative dairy farms. Because private dairy units are increasing the amount of milk they buy from farmers, the quantity of milk that cooperative dairy units buy is declining. The straightforward explanation for this is that the farmers whose milk is used by cooperative dairy units are not receiving their appropriate portion of the milk. The sample consisted of four hundred different workers. When the questionnaire was being redesigned, the findings from the pilot study offered a channel for inspiration. Both training and development were considered to be dependent variables in this research. The success of the firm as well as the performance of its personnel was both included in the outcome criteria. Next, a statistical study was carried out on these parameters in connection to the demographic profiles of the individuals who worked in the dairy industry. Conducting an analysis of the data, several statistical methods such as factor analysis, multiple regression, descriptive statistics, two-way analysis of variance, and path analysis were used. Based on the statistics, it seems that private dairy businesses, as opposed to cooperative dairy enterprises, appear to give a more effective training model. According to the findings, private dairy plants fared better than cooperative dairy units in terms of the development of their communication skills and sense of control over their own operations. Also, in terms of overall development, cooperative dairy plants have profited more from the training programs than commercial dairy plants have. This is in comparison to the private dairy plants. When commercial dairy companies are compared to cooperative ones, the interrelationships between employees of the former have a little impact on the individual growth opportunities available to them. The findings of the route analysis indicate that dairy facilities, whether they are cooperative or private, may stand to gain from making investments in developing one's profession via their employees. Therefore, it is imperative that both public and commercial dairy farms support their employees' professional development by paying for their participation at schools that have been granted accreditation. Both the dairy plants as an organization and the employees who work there stand to gain from training and development programs, regardless of whether these programs are carried out internally or outside

**ACKNOWLEDGMENTS**

None.

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