

A STUDY ON TRAINING AND DEVELOPMENT IN TVS MOTORS PVT. LTD

***K.Siva Sai Durga Prasad¹, and V. Harikumar²**

Department of management studies, Narayana Engineering College (Autonomous), Gudur

ABSTRACT

This study focuses on understanding the training and development practices adopted by TVS Motors Pvt. Ltd., one of India's leading automotive manufacturers. The objective is to analyze how the company designs and implements its training programs to improve employee performance, technical skills, and overall organizational productivity. The research covers various training methods such as induction programs, on-the-job training, skill upgradation sessions, and leadership development initiatives. Data was collected through employee feedback, HR reports, and company training records to evaluate the effectiveness of these programs. The study also identifies the challenges in training implementation and suggests ways to enhance engagement, learning retention, and alignment with business goals. The findings highlight the role of continuous development in maintaining a competitive workforce in the dynamic automotive industry.

Keywords: TVS Motors, employee training, development, HR practices, performance, skill enhancement

INTRODUCTION

Training is the corner stone of sound management for it makes employees more effective and productive. It is actively and intimately connected with all the personal or managerial activities. It is an integral part of the whole management programme, with all its many activities functionally inter-related. There is an ever-present need for training men so that new and changed techniques may be taken advantage and improvements affected in the old methods that are woefully inefficient. The automobile industry in India is the ninth largest in the world with an annual production of over 2.3 million units in 2008. In 2009, India emerged as Asia's fourth largest exporter of automobiles, behind Japan, South Korea and Thailand. Following economic liberalization in India in 1991, the Indian automotive industry has demonstrated sustained growth as a result of increased competitiveness and relaxed restrictions. Several Indian automobile manufacturers such as Tata Motors, Maruti Suzuki and Mahindra and Mahindra, expanded their domestic and international operations. India's robust economic growth led to the further expansion of its domestic automobile market which attracted significant India-specific investment by multinational automobile manufacturers. In February 2009, monthly sales of passenger cars in India exceeded 100,000 units.

The automobile industry plays a vital role in driving economic growth and development in any country. It contributes significantly to GDP through manufacturing, sales, and exports. The industry creates millions of direct and indirect jobs in areas like production, sales, service, logistics, and infrastructure. It stimulates demand for other sectors such as steel, rubber, glass, petroleum, and electronics. The growth of the automobile sector also boosts transportation and

mobility, improving overall productivity. It supports technological advancement and encourages innovation through R&D investments. Foreign direct investment (FDI) in the auto sector enhances capital inflow and global competitiveness. The industry also generates substantial tax revenues for the government. By promoting electric and sustainable vehicles, it contributes to environmental goals. the automobile industry is a key pillar of industrialization and economic progress.

The automobile industry plays a crucial role in enhancing daily life by improving mobility and accessibility. It connects people across cities and regions, supporting social and economic interactions. Access to personal and public vehicles increases convenience and independence. The industry supports emergency services, public transportation, and logistics, which are essential for societal functioning. It creates employment opportunities, contributing to livelihoods and community development. Automotive innovations improve road safety and comfort. The rise of electric vehicles promotes environmental awareness and cleaner living. Improved transportation leads to better access to education, healthcare, and jobs. The industry also influences lifestyle choices and cultural trends. Overall, it significantly contributes to modern societal growth and development. India's automobile industry is the ninth largest in the world, producing over 23.3 million units annually in 2008. In 2009, India became Asia's fourth-largest automobile exporter, trailing only Japan. South Korea and Thailand. Following economic liberalization in India in 1991, the Indian automotive industry has demonstrated sustained growth as a result of increased competitiveness and relaxed restrictions. Several Indian automobile manufacturers such as Tata Motors, Maruti Suzuki and Mahindra and Mahindra, expanded their domestic and international operations. India's robust economic growth led to the further expansion of its domestic automobile market which attracted significant India- specific investment by multinational automobile manufacturers. In February 2009, monthly sales of passenger cars in India exceeded 100,000 units.

The automobile industry plays a vital role in driving economic growth and development in any country. It contributes significantly to GDP through manufacturing, sales, and exports. The industry creates millions of direct and indirect jobs in areas like production, sales, service, logistics, and infrastructure. It stimulates demand for other sectors such as steel, rubber, glass, petroleum, and electronics. The growth of the automobile sector also boosts transportation and mobility, improving overall productivity. It supports technological advancement and encourages innovation through R&D investments. Foreign direct investment (FDI) in the auto sector enhances capital inflow and global competitiveness. The industry also generates substantial tax revenues for the government. By promoting electric and sustainable vehicles, it contributes to environmental goals. The automobile industry is a key pillar of industrialization and economic progress.

The automobile industry plays a crucial role in enhancing daily life by improving mobility and accessibility. It connects people across cities and regions, supporting social and economic interactions. Access to personal and public vehicles increases convenience and independence. The industry supports emergency services, public transportation, and logistics, which are essential for societal functioning. It creates employment opportunities, contributing to livelihoods and community development. Automotive innovations improve road safety and comfort. The rise of electric vehicles promotes environmental awareness and cleaner living. Improved transportation

leads to better access to education, healthcare, and jobs. The industry also influences lifestyle choices and cultural trends. Overall, it significantly contributes to modern societal growth and development.

REVIEW OF LITERATURE

Abeba et al. (2015) This study investigates how training and development impact employee performance and effectiveness in a government office in Addis Ababa. Using surveys and interviews, the authors find a strong link between structured training programs and improved job outcomes. Training enhances motivation, efficiency, and job satisfaction. Employees reported better engagement and skill levels. The research supports ongoing training investment. It also recommends periodic evaluations of training outcomes.

Adams, L. (1989) This book focuses on personal effectiveness in relationships and everyday life. It emphasizes self-awareness, communication skills, and goal-setting. The author presents tools for personal growth and development. Though not HR-specific, it indirectly links to workplace effectiveness. Practical exercises promote better interpersonal dynamics. It is widely used in personal and professional coaching contexts.

Ahmad & Karia (n.d.) The authors highlight the importance of empowerment and teamwork in quality practices. Based on Malaysian organizations, the paper connects TQM practices with enhanced organizational performance. It underlines training's role in enabling teamwork. Empowered teams show higher productivity and innovation. The study also connects leadership support to successful implementation. It stresses continuous learning as a core value.

Anschutz, E. E. (1995) This book introduces Total Quality Management (TQM) concepts in American companies. It emphasizes employee involvement and continuous improvement. The author links employee training to quality outcomes. Case studies show how development programs improve customer satisfaction. TQM tools and frameworks are explored. It promotes a culture of excellence through learning. Antonacopoulou, E.P. (2000) This research explores self-development among employees in three retail banks. It finds that self-directed learning boosts motivation and professional growth. Employees who engage in personal development show greater performance. The study links organizational support with individual initiative. Self-learning is seen as a complement to formal training. It promotes reflective practice and personal accountability. Armstrong, M. (2009) A comprehensive guide to HRM practices, including training and development. Armstrong details strategies for effective employee development. The book discusses organizational learning, career planning, and succession strategies. It includes models, tools, and real-world examples. Emphasizes performance management linkage with training. A key resource for HR professionals and students.

Bakker et al. (2006) This study examines how burnout and engagement affect team performance. It shows emotional states can “crossover” between team members. Training is vital for managing stress and promoting engagement. Leaders play a key role in emotional climate. High engagement leads to higher productivity. Burnout spreads without proper support systems. Berge et al. (2002) The article discusses how the scope of training and development has expanded. It includes competencies such as e-learning, knowledge management, and coaching. HR professionals need

broader skills to stay relevant. The study outlines future trends in T&D. It suggests integrated, strategic approaches. Also emphasizes global and technological influences.

Blain, J. (2009) Reports on learning trends in Europe and the U.S. E-learning and blended learning are on the rise. Soft skills and leadership training are growing in demand. Companies prefer cost-effective, tech-based solutions. Training is increasingly linked to business strategy. Personalized learning paths are also becoming popular. Cheng & Ho (2001) Explores how job and career attitudes influence motivation to learn and transfer skills. Findings show that positive job attitudes boost learning motivation. Career ambition enhances knowledge transfer. The study stresses designing programs that align with employee goals. It promotes employee involvement in learning design. Recommends integrating motivation theories into training planning.

Garavan, T.N. (1997) Clarifies the differences and overlaps between training, development, education, and learning. Emphasizes the need for clear organizational strategies. Development is broader and longer-term than training. Education is more theoretical, while training is practical. Learning encompasses all three. Useful for designing balanced HR strategies.

Fakhar & Afaq (2008) Analyzes the relationship between training and employee performance in the hospitality industry. Case study of Pearl Continental Hotels in Pakistan. Shows strong correlation between well-planned training and service quality. Highlights training's impact on employee retention and customer satisfaction. Suggests performance-based training design. Recommends regular assessment of training outcomes.

Iftikhar & Sirajud (2009) Evaluates training programs in medical and academic institutions in Pakistan. Focuses on how training affects individual and institutional performance. Structured training improves confidence, skills, and efficiency. Identifies gaps in program design and implementation. Stresses on-the-job training and practical experience. Suggests continuous monitoring and feedback systems. Chris Amisano (2010) Examines the link between training and employee performance. Concludes that effective training enhances productivity and morale. Training builds employee confidence and competence. Emphasizes the importance of follow-up and evaluation. Suggests aligning training goals with organizational objectives. Advocates for inclusive and needs-based approaches.

Holton & Baldwin (2000) Focuses on the transfer of training to workplace performance. Proposes an action-oriented model to support learning transfer. Identifies barriers such as lack of support or relevance. Recommends organizational and individual strategies. Suggests aligning learning environments with job demands. Highlights role of managers in reinforcing learning.

RESEARCH METHODOLOGY AND DESIGN

Increase productivity Improve the quality of the product / service Help a company to fulfill its future personnel needs Improve organizational Climate Improve Health and Safety Prevent Obsolescence Effect the personal Growth Minimize the Resistance to Change In today's competitive world management techniques are changing every day due to new and modern methods of management techniques. So it becomes necessary on the part of the organization to equip them with right kind of skills and knowledge then only that organization can see the rapid growth in its development and can compete in the real world scenario.

OBJECTIVES OF THE STUDY

- To analyze the Training and development programs organized by the TVS Motors Pvt Ltd.
- To study the attitude of the Employees towards Training and Development.
- To identify different types of training method or techniques

The data proposed for the study was collected from the two sources i.e., primary source like Questionnaire and thru secondary sources like company records and website and through magazines of the company. The data primarily used for the purpose of analysis is questionnaire. Sample size consists of 100 employees. Random Sampling Method is used for determining the sample size from Different In this study I used Percentage Analysis as the Statistical Tool. To collect the above-mentioned primary data, the following tools can serve at its best. The employees under consideration are interviewed personally to get the desired responses by asking questions. The responses are noted. This structural questionnaire consists of set of close-ended questions, which are orderly arranged to make the best use of it. In this study we make use of 2 questionnaires, each one for workmen level and staff level. We have an additional questionnaire for the official trainer. To carry out the above laid research design and to collect data in the above prescribed manner, we have to use a tool, which facilitates all these things. As we cannot take-up employees into consideration, and sample is undertaken. To best suit this study a stratified sampling is undertaken. As per the company's requirement the following sampling plan is designed. Samples are device for learning about large mass by observing a few individuals this elected sample here is 100. The method adapted here is random sampling method. A random is 1 where each item in the universe has an equal chance of known opportunity of being selected Percentage Method. The data acquired from the questionnaire are evaluated and interpreted by the percentage method.

Data Analysis

The analysis reveals that the organization has adopted a structured approach to workforce development. Career planning is found to be not only recognized but also practically implemented, which reflects a commitment to long-term employee development. Additionally, the practice of consulting employees before finalizing skill development programs suggests a participatory and inclusive environment that respects individual learning needs and preferences. The effectiveness of training is evident in its positive impact on employees' decision-making and problem-solving capabilities. This demonstrates that the organization's learning and development strategies are not only well-formulated but also effectively executed, leading to improved performance and problem-solving efficiency at various levels.

Skills Identification of the Organization

Skill identification in the organization plays a vital role in aligning employee competencies with job requirements and organizational goals. It involves systematically assessing the existing skills of the workforce and identifying gaps that need to be addressed through targeted development programs. Effective skill identification ensures that the right individuals are placed in roles that match their strengths, thereby enhancing productivity, job satisfaction, and overall performance. In the studied organization, skill identification is approached with strategic intent, enabling better workforce planning and supporting continuous learning and growth. This process lays the

foundation for effective career planning and ensures that training initiatives are relevant and impactful.

Table-1 Skill identification is the Organization is effective.

Satisfaction level	No. of Respondents	%of Respondents
Strongly agree	55	55
Agree	10	10
Neither agrees nor disagrees	15	15
Disagree	12	12
Strongly disagree	8	8
Total	100	100

Source: Secondary Data

Table 1 presents the respondents' perceptions regarding the effectiveness of skill identification within the organization. The data reveals that a significant majority of participants recognize the organization's efforts in identifying employee skills as effective. Specifically, 55% of respondents strongly agreed, while an additional 10% agreed with the statement. This indicates that 65% of the respondents hold a positive view of the organization's skill identification process. Conversely, 12% disagreed and 8% strongly disagreed, reflecting a combined 20% who expressed dissatisfaction. Meanwhile, 15% of the respondents remained neutral. These findings suggest that while the overall perception is favorable, there remains a notable portion of the workforce that either holds a neutral stance or questions the effectiveness of the current skill identification approach. This insight can guide organizational strategies aimed at enhancing employee engagement and ensuring a more inclusive skill recognition framework.

Career planning is Identified and Implemented in Organization

The organization demonstrates a clear commitment to employee growth by actively identifying and implementing career planning initiatives. Structured pathways are established to help individuals understand their professional goals and progression within the company.

Table-2 Career planning is identified and implemented in organization

Satisfaction level	No. of Respondents	%of Respondents
Strongly agree	48	48
Agree	12	12
Neither agrees nor disagrees	18	18
Disagree	12	12
Strongly disagree	10	10
Total	100	100

This approach not only aligns employee aspirations with organizational objectives but also enhances job satisfaction, motivation, and retention by providing clarity and support for career advancement.

Table 2, The majority of respondents (48%) strongly agree, indicating a high level of satisfaction with the subject. A smaller percentage (12%) agree, while 18% remain neutral, suggesting some uncertainty. On the other hand, 12% disagree and 10% strongly disagree, showing a minority of dissatisfied respondents. Overall, the responses indicate general satisfaction, though there are areas for potential improvement.

Employees are consulted before selecting a skill development program

Consulting employees before selecting a skill development program ensures that training initiatives align with their actual needs and career goals. This participatory approach enhances employee engagement, increases the relevance and effectiveness of the programs, and fosters a sense of ownership and motivation among the workforce. It reflects a collaborative organizational culture that values employee input in shaping learning and development strategies.

Table-3 Employees are consulted before selecting a skill development program.

Satisfaction level	No. of Respondents	%of Respondents
Strongly agree	56	56
Agree	24	24
Neither agrees nor disagrees	12	12
Disagree	5	5
Strongly disagree	3	3
Total	100	100

Source: Secondary Data

Table 3, The majority of respondents (56%) strongly agree, indicating a high level of satisfaction. An additional 24% agree, showing overall positive sentiment. Only 12% are neutral, and a small percentage (8%) disagree or strongly disagree, suggesting minimal dissatisfaction. The data reflects a strong satisfaction level with only a few respondents expressing negative views.

Training is helpful in making better decisions for Problem Solving

Training plays a vital role in enhancing employees' problem-solving abilities by equipping them with the necessary skills, knowledge, and confidence to make informed decisions. Well-structured training programs improve critical thinking, encourage analytical approaches, and enable employees to handle complex situations more effectively.

Table-4 Training is helpful in making better decisions for Problem Solving.

Satisfaction level	No. of Respondents	%of Respondents
Strongly agree	72	72
Agree	21	21
Neither agrees nor disagrees	3	3
Disagree	3	3
Strongly disagree	1	1
Total	100	100

Source: Secondary Data

As a result, trained employees are better prepared to evaluate problems, consider alternatives, and implement practical solutions, contributing to improved individual performance and organizational efficiency.

The majority of respondents (72%) strongly agree, showing a very high level of satisfaction. Another 21% agree, reinforcing the overall positive response. Only 3% are neutral, and a very small portion (4%) express dissatisfaction. This indicates that the respondents are highly satisfied with very few negative opinions.

ANALYSIS OF FINDINGS

In this organization technical employees have more interest on Training & Development programmers. Non-technical employees have not interested on work related Training & Development programmers. This organization gives more important to Training & Development programmers. Employees are motivated and willing to learn new things and they feel that the companies training procedure should not only encourage individual's ability and caliber but also strengthen their personality internally as well as externally. This organization gives equal importance to related programmers and apart of work related programmers.

RECOMMENDATIONS

Managerial Implication

The study highlights the importance of structured training programs to enhance employee skills and productivity at TVS Motors Pvt Ltd. Managers should focus on continuous learning initiatives to bridge skill gaps. Tailored development programs can improve job satisfaction and reduce employee turnover. Regular evaluation of training effectiveness is crucial for aligning with organizational goals. Investing in employee development ultimately leads to better performance and competitive advantage.

Policy maker's implication

The study suggests that policymakers should promote industry-wide training standards to ensure skill development across the automobile sector. Policies encouraging public-private partnerships can enhance vocational training programs. Incentives for companies like TVS Motors to invest in employee development can boost overall productivity. National skill development initiatives should align with industry needs. Effective policy support can strengthen the workforce and drive sustainable growth.

Scholarly contribution

This study adds to the academic literature by highlighting the role of structured training and development in enhancing workforce efficiency in the automobile sector. It provides empirical insights from TVS Motors Pvt Ltd, showcasing practical outcomes of training initiatives. The research bridges the gap between theory and practice in human resource development. It also encourages future scholars to explore training effectiveness in similar industrial settings. Overall, the study contributes to evolving HRM strategies in the Indian manufacturing context.

Scope for future study

Future research can explore the long-term impact of training programs on employee retention and organizational performance at TVS Motors. Comparative studies across different automobile companies can provide broader insights. The role of digital and e-learning methods in training can

also be investigated. A sector-wise analysis of training effectiveness in manufacturing vs. services would be valuable. Additionally, future studies can assess employee perspectives on training needs and satisfaction in more depth.

Limitations of The Study

The employees of the company were little bit hesitant in answering the questionnaire. The answers given by the employees may be biased. Present study is with regard to primary data obtained through questionnaire and sample size is very small. Information by respondents may not be accurate. All the findings may not be generalized, as the size of the sample is different from universe of study.

CONCLUSION

This study explores the effectiveness of skill identification, career planning, and training programs within an organization, focusing on how these initiatives contribute to employee development, decision-making, and problem-solving. Through the analysis of employee perceptions, the research identifies the strengths and areas for improvement in the organization's approach to skill development. The findings of this study indicate that the organization has made significant strides in developing a structured approach to workforce development, with career planning and skill identification recognized as essential components of employee growth. The majority of employees expressed satisfaction with the organization's efforts in consulting them before selecting skill development programs, which contributes to their engagement and alignment with organizational goals. Additionally, the impact of training on decision-making and problem-solving was notably positive, demonstrating that well-designed training programs can enhance employee performance and organizational efficiency. However, there remains room for improvement, particularly in engaging employees who may not yet fully recognize the value of certain training initiatives. The study's findings suggest that while the majority of employees appreciate the current system, some gaps remain in ensuring all employees are actively engaged in skill development processes. By addressing these gaps and continuing to refine training programs, organizations can foster a more inclusive, effective, and efficient workforce. The organizations that invest in structured skill development initiatives, actively consult their employees, and offer targeted training programs can expect improved performance, higher job satisfaction, and enhanced problem-solving capabilities across various levels of the workforce. This research contributes valuable insights to the field of human resource management, particularly in the context of skill identification and training program effectiveness.

REFERENCES

Abeba, M. A., Mesele, D. A. and Lemessa, B. (2015). The Impact of Training and Development on Employee Performance and Effectiveness: A Case Study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. *Journal of Human Resource and Sustainability Studies*, 3, 188-202.

- Adams L. (1989). *Be your best: Personal effectiveness in your life and your Relationships*. New York, NY: Putnam.
- Ahmad Z. A., Karia N. (n.d.). Quality practices that pay: Empowerment and teamwork (School of Management). *Malaysian Management Review*. Google Scholar
- Anschutz E. E. (1995). *TOM American*. Bradenton, FL: McGuinn & McGuire. Google Scholar
- Antonacopoulou, E.P. (2000). Employee Development through Self-Development in Three Retail Banks. *Personnel Review*, 29, 491-508.
- Armstrong, M. (2009) *Armstrong's Handbook of Human Resource Management Practice*. 11th Edition, Kogan Page Limited, London.
- Bakker, A. B., van Emmerik, I. H., & Euwema, M. C. (2006). Crossover of burnout and engagement in work teams. *Work & Occupations*, 33, 464-489.
- Berge, Z., Verneil, M.D., Berge, N., Davis, L. and Smith, D. (2002) The Increasing Scope of Training and Development Competency. *An International Journal of Benchmarking*,
- Blain, J. (2009). *Current Learning Trends in Europe and the United States*. (online)
<https://cdns3.trainingindustry.com/media/2505191/cegoscurrent%20learning%20trends%20in%20europe%20and%20us>
- Cheng E. W. L., Ho D. C. K. (2001). The influence of job and career attitudes on learning motivation and transfer. *Career Development International*, 6, 20-27.
- Garavan, T.N. (1997) Training, Development, Education and Learning: Different or the Same *Journal of European Industrial Training*, 21, 39-50.
- Fakhar, U.I. Afaq, A. K. (2008). Case of Pearl Continental hotels in Pakistan, Relationship of training with Employees' Performance in Hoteling Industry.
- Iftikhar, A. and Sirajud, D. G. (2009). Evaluating Training and Development. Medical College and Gomal University, D.I.Khan Pakistan
- Chris Amisano, (2010). *How contributor —Relationship between training and employee performance*.
- Holton, E. F. and Baldwin T. T. (2000). Making transfer happen: An action perspective on learning transfer systems. *Advances in Developing Human Resources*, 8, 1-6.