

A STUDY ON THE IMPACT OF TRAINING AND DEVELOPMENT TO IMPROVE THE PERFORMANCE OF EMPLOYEES OF CONSTRUCTION INDUSTRY IN PUNE CITY

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Received: 10th July, 2025

Revised & Accepted: 3rd August, 2025

Published: 3rd September, 2025

The researcher's goal was to investigate how training has shaped society in various ways since the beginning of time. It serves as a vehicle for passing on various skills from one generation to the next. However, as time has passed, training intensity has changed drastically. Numerous training approaches and strategies have emerged as a result of technological advancement. These modifications have altered the need for training and given it new dimensions. Both global and micro levels of human resource development are implemented. At a macro level, training is essential for raising social issue awareness among the populace, educating individuals, and promoting literacy in society to enable people to live better lives. The goal of training activities at the micro-level is to help employees in an organisation become more competent at their jobs and improve their performance in order to advance the organisation. So, everybody attends training. It is a well-known fact that an organization's performance depends on the calibre of its people resource in addition to finances, resources, and equipment.

KEYWORDS: Training Techniques, Training Efficiency, Development,

INTRODUCTION

The position taken by the Researcher Commitment is seen in the The focus of training has also changed from technical skill-based to knowledge- and interpersonal skill-based, and it now spans a broad spectrum, from the micro level of the service sector to manufacturing enterprises. The necessity for training of all individuals involved in this process has increased due to the emphasis on and awareness of the quality of the products created and services supplied. Customers' increasing focus on quality and market rivalry are putting pressure on businesses to hire quality personnel and deliver quality goods and services. Lack of opportunity for training and growth can have serious effects on society, an organisation, and an individual. Poor education and a lack of resources for personal growth can seriously impede society's progress and widen the gap between the wealthy and the poor. Poor or absent training merely accelerates an organization's slow demise caused by outmoded personnel. It also translates to demoralisation and career-life stagnation for any individual. As a result, training and development initiatives enhance productivity, quality, and performance in the workplace. They also lower accident rates, absenteeism, and employee turnover, and help individuals establish a vision for the workplace of the future.

Managers accomplish their tasks by organising and leading the actions of others. Managers are team members tasked with organising, leading, and regulating the organization's actions in order to accomplish their objectives. The managers' abilities must be strengthened for the business to grow. Consequently, managing for success necessitates a broad range of managerial competencies.

"Managerial work is undergoing such massive and quick change that many managers are redefining their profession," claimed Kanter (1989). In 1975, Mintzberg observed, "The three main functions of managers are relational, informational, and decisional. Managers must strengthen their talents in order to fulfil these duties ". Technical skills, human skills, and conceptual skills are the three categories Katz and Kahn (1970) use to classify managerial skills. The manager can do specified tasks using efficient procedures, methods, processes, and equipment thanks to their technical talents. For operations managers and those at a lesser level to supervise their subordinates, technical abilities are crucial.

Human skills are the capacity to collaborate successfully and foster group dynamics in order to achieve corporate objectives. These abilities include the capacity for leadership, motivation, and communication. Conceptual abilities enable a manager to view a firm as a whole and assess the connections between different departments or functions inside a company. These abilities relate to the world of concepts and creativity. Top managers in particular need these abilities because they are responsible for organising all of the organization's activities. As a result, it may be claimed that technical talent is a necessary component in low-level management, human skills are significant at all management levels, and conceptual skill is primarily crucial in top executive roles.

The way managers function and play their responsibilities in society vary with time. Managers in all areas and at all levels of the organisation are expected to be proactive, team-oriented, and results-focused, and for this, they need a specific set of managerial skills and competencies. Organizations are being restructured and redesigned to be lean, flexible, and adaptable to change. It is frequently said that managers are the most expensive and most important resource in running any corporate operation, making their availability a crucial limitation. For maintaining a high level of management effectiveness, it is also a resource that quickly deteriorates and requires a more or less regular update. This may be accomplished primarily through the ongoing improvement of the knowledge and abilities of managers working at different levels. To become a successful leader and, by extension, a successful organisation, Drucker (1977) proposed five mental habits that must be developed. These routines include time management, results orientation, priority setting and maintenance, decision-making, and strength development. To decide the direction and goal of training operations, the manager in charge of training must examine the company's short- and long-term objectives.

A REVIEW OF THE WORKS

Dixit (2009)¹ Based on manpower planning, performance potential appraisal, training, career planning, organisational development, rewards, employee welfare, quality of working life, and human resource information for 9 co-operative Banks at the top, middle, and lower level, he evaluated human resource development practises in urban cooperative Banks in the Pune district. This research is thorough and empirical. The transformational model was proposed by the study, which took a comparative approach.

Gowali (2010)² examined 50 papers on human resource management and development that took into account both the manufacturing and service sectors in India. A strategy to gain a competitive edge is to increase the workforce's competency through training and development initiatives. From a strategic standpoint, training is used to develop each employee's existing skills as well as to get them ready for upcoming duties. As an organisation grows and learns, its human capital becomes more and more firm-specific and difficult for a rival to easily imitate.

Bhamare (2011)³ examines the human resources policies of Maharashtra's women's urban cooperative banks. Based on primary data gathered via a questionnaire, practises in personnel planning, recruiting, training, performance appraisal, promotion, career planning, and welfare were examined using frequency, percentage, and average as statistical tools and approaches. Although recruitment strategies are uncommon, they do present a strategic opportunity. The situation of human resources and industrial relations in the small- and medium-sized business sector was researched by Confederation of Indian Industry (2012)⁴ and Index advisory private Ltd. They examined fundamental human resources, hiring, training, and workforce planning, as well as performance management and compensation, career planning, and labour relations. They discovered that only 61% of businesses have a human resources department.

Jains (2012) Assess the effect of the reform programme on PSB from 1991 to 2008 on HRM practises in this five-paper dissertation-based assignment. Through questionnaires and interviews, data was gathered. Secondary data was gathered from the RBI database that was made up of the annual report, a document from the IMF and Bank of International Settlements, as well as working papers from other banks that were occasionally published.

In his research, Venkat (2013)⁶ aimed to determine how globalisation affected HR practises. HR practises must be applied with a new strategy in the current environment as a result of globalisation if they are to thrive in the globalised world. The primary goal of the study is to examine the difficulties that managers must overcome in order to embrace new abilities and methods for the organization's survival and expansion in the global village. According to this study, global HRM is more complicated than a straightforward set of traditional duties like hiring, promoting, and holding employees accountable for receiving adequate wages and benefits. Instead, it necessitates clever psychological manoeuvres and gambits, and HR strategies should be aligned with the organization's business objectives.

Khanvilkar (2013)⁷ evaluated the human resources procedures at JJ Hospital and ESIS Hospital, as well as two government institutions, to determine their level and compare them.

The study came to the following conclusion: (1) ESIS and JJ hospital employed high levels of manpower planning, recruitment, and training, as well as career planning, performance evaluation, and promotion.

READING GAP

The following inferences are made from the foregoing review of the literature:

I The majority of training and development studies were carried out at the macro level.

(ii) The studies encompassed several businesses and industries, including banking and insurance.

(iii) The oil industry has a relatively limited number of research that are available.

NECESSITY OF THE STUDY

The researcher deduces from the aforementioned research gap that a study on training and development in Pune city's construction sector, a leading profitable public sector organisation in India, is necessary. The need for the study is felt as a result of the investigator's employment in Pune's Rajahmundry Asset construction business.

DESCRIPTION OF THE PROBLEM

As there is a need to provide ongoing training and development to both executives and non-executives, the problem is stated as "A Study on Training and Development with Special Reference to Construction Sector in Pune City." The success of any firm is more heavily influenced by employee perception and attitude. Positive HRD practises will undoubtedly benefit the business if the employees feel positively about them. The attitude of the employees toward the management will be favourable if they are pleased with the HRD procedures. Employee dissatisfaction will result in a bad attitude toward management. Employee attitudes and perceptions are influenced by their level of job satisfaction, which they receive from their employer. The HRD practises, such as the recruitment and selection process, training and development compensation methods, general working conditions, amenities available, perquisites, and other facilities given by the company, in turn, have an impact on employee job satisfaction.

THE STUDY'S NATURE AND SCOPE

The study's nature is descriptive because it aims to elicit opinions from both executives and non-executives on a variety of topics pertaining to the training's efficacy. The study's focus is

only on the construction industry in Pune, and sample executive and non-executive opinions were gathered for the study.

PURPOSE OF THE STUDY

The goals of the current investigation are as follows:

1. To talk about the value of training and development for raising worker performance across all industries.
2. To determine the techniques of training and development used by the construction industry in Pune city, as well as the effectiveness of those methods.
3. To find out what executives and non-executives think about various areas of the training and development initiatives carried out by the construction industry in Pune.
4. To assess the success of executive and non-executive development and training programmes.
5. To present the study's results, recommendations, and conclusion.

THE STUDY'S HYPOTHESIS

H0: Executives in Pune are pleased with the industry's training and development initiatives.

H1: The construction industry's training and development programmes in Pune are well-liked by non-executives.

RESULT ANALYSIS METHODS

The study's methodology is as follows:

(a) Data collecting sources

Both primary and secondary sources are utilised in the current investigation. The

Secondary sources come from the construction industry in Pune city's books, records, files, reports, and websites. Both executives and non-executives receive a different structured questionnaire. The questionnaire asks the types of questions listed below.

1. Open-ended

2. Closed-end

3. Multiple selection

4. Scaled.

(b) Sample:

30 executives and 115 non-executives are available as samples for the researcher to choose from for the study. Systematic random sampling is the technique used for sampling.

Data analysis (c)

The tool was used to analyse the data with the use of tables and graphs. Quantities and a few statistical techniques, like as

Table crossing Test of Chi-Square Post-hoc tests using the ANOVA

are employed in the study to produce more accurate deductions and findings.

NECESSITY OF THE STUDY

The following are significantly benefited by the study.

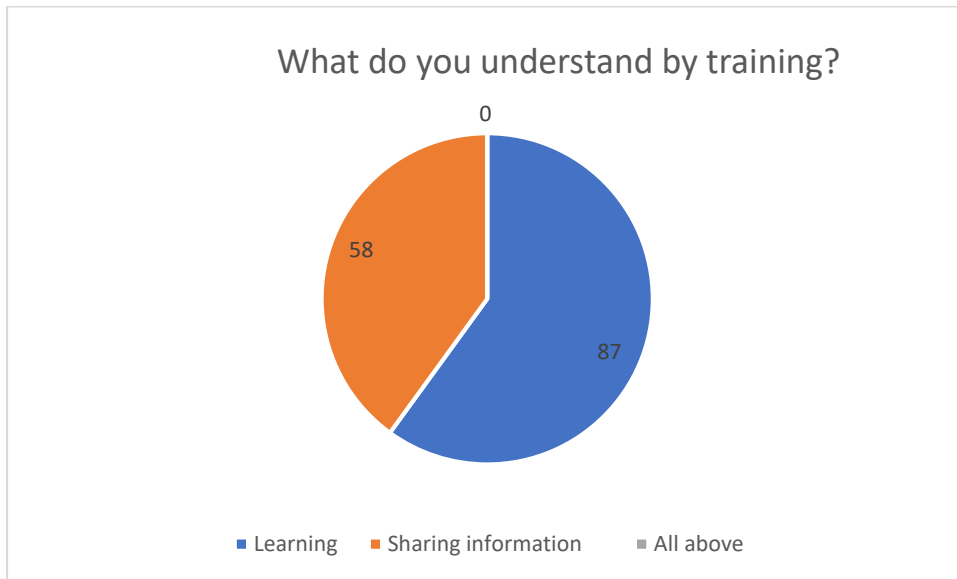
1. The study's findings are more helpful to the construction industry in Pune, specifically, in that they may be used to start improvements in the training and development components of the study's execution.
2. Other oil sector businesses can use the study's findings to implement adjustments to their training and development policies and procedures.
3. These kinds of studies help academics and researchers gain deeper understanding of the numerous facets of training and development.

Data Analysis

1.

	What do you understand by training?		
	Respondents	%age	Total
Learning	87	60	60
Sharing information	58	40	100

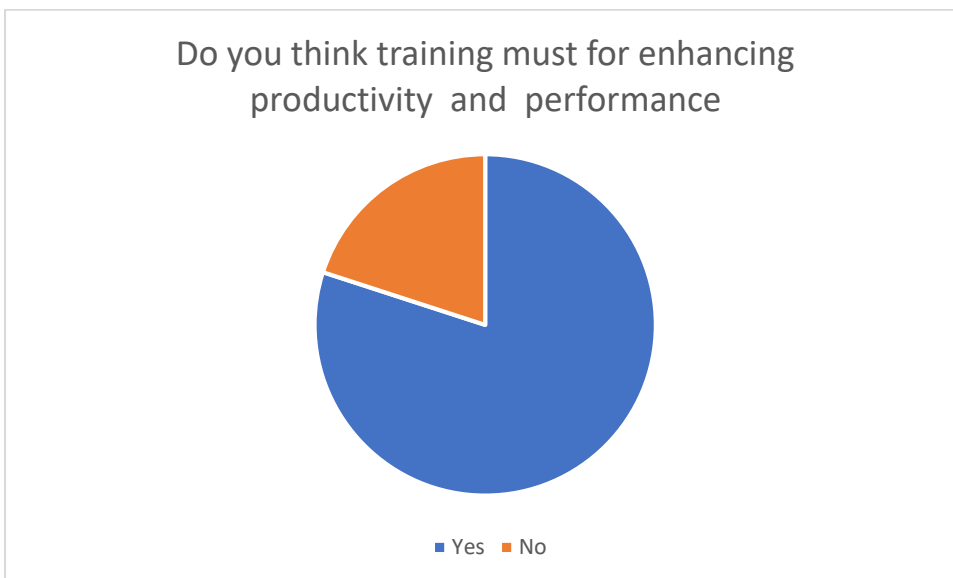
All above	0	0	100
Total	145	100	



60% of the respondent believes that training is a learning while rest 40% believes that it is both learning and sharing information.

2. Do you think training must for enhancing productivity and performance?

	Respondents	%age	Total
Yes	116	80	80
No	29	20	100
Total	145	100	



From the above 80% of respondents were thought that training must for enhancing productivity and performance.

3. Is your organization thinking as training and development is the part of organizational strategy

	Respondents	%age	Total
Yes	116	80	80
No	0	0	100
Sometimes	29	20	
	145	100	

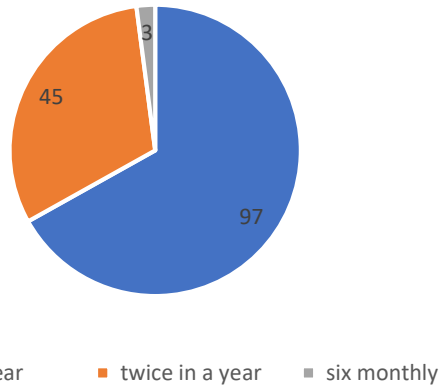


From the above 80% of respondents were thought organization thinking as training and development is the part of organizational strategy while 20% of respondents were thought sometimes organization thinking as training and development is the part of organizational strategy.

4. How often training and development programs are conducted in a year?

	Respondents	%age	Total
Once in a year	97	67	67
twice in a year	45	31	98
six monthly	3	2	100
	145	100	

How often training and development programs are conducted in a year?

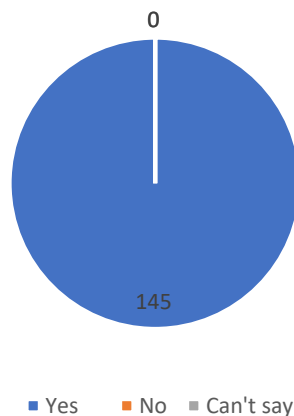


From the above 67% of respondents were said once in a year training and development programs are conducted in a year 31% of respondents were said twice in a year while 2% of respondents said six monthly training and development programs are conducted in a year.

5. Does training and development programs enable employees more productive?

	Respondents	%age	Total
Yes	145	100	100
No	0	0	0
Can't say	0	0	100
	145	100	

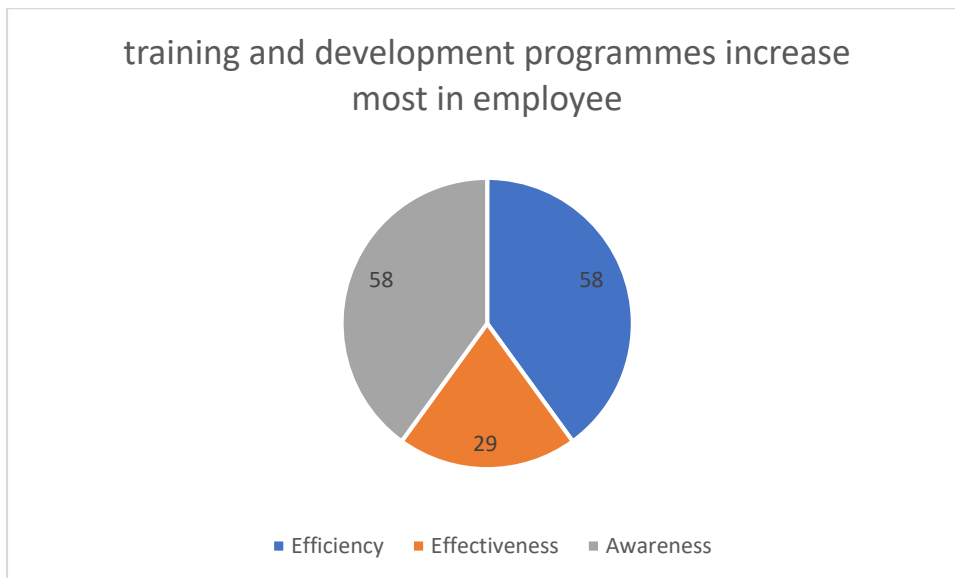
Does training and development programs enable employees more productive?



From the above 100% of respondents were said training and development programs enable employees more productive.

6. What training and development programmes increase most in employee?

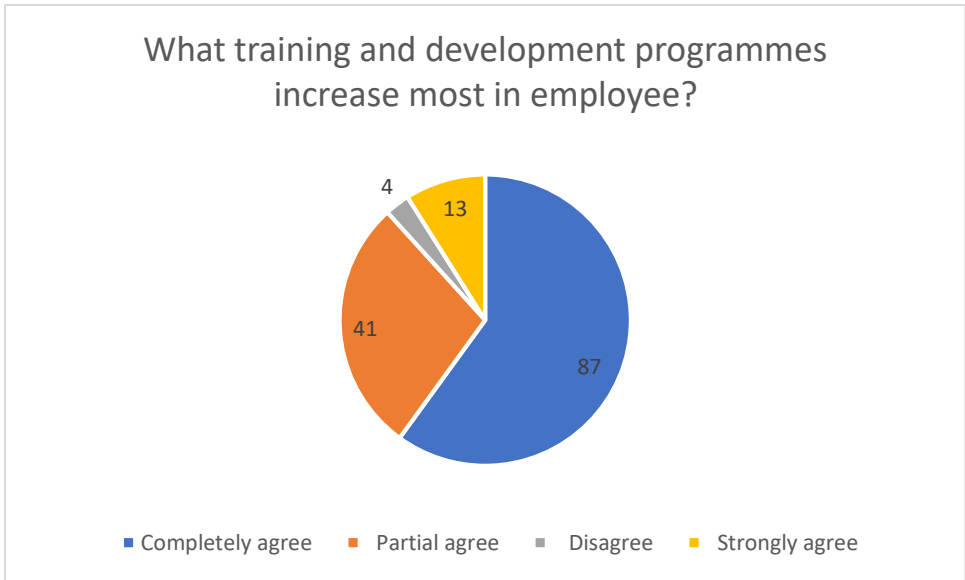
	Respondents	%age	Total
Efficiency	58	40	40
Effectiveness	29	20	60
Awareness	58	40	100
All the above		0	



From the above 40% of respondents were said Efficiency increased due to training and development programmes increase most in employee, 20% of respondents were said effectiveness increased, 40% of respondents were said awareness increased.

7. What training and development programmes increase most in employee?

	Respondents	%age	Total
Completely agree	87	60	60
Partial agree	41	28	88
Disagree	4	3	91
Strongly agree	13	9	100
	145	100	



60% of respondents were completely agreed for training and development programmes increase most in employee, 28% of respondents were partially agreed, 3% of respondents were disagreed while 9% of respondents were strongly agreed for the same.

8. The training and development programs focus on developing which of following skills

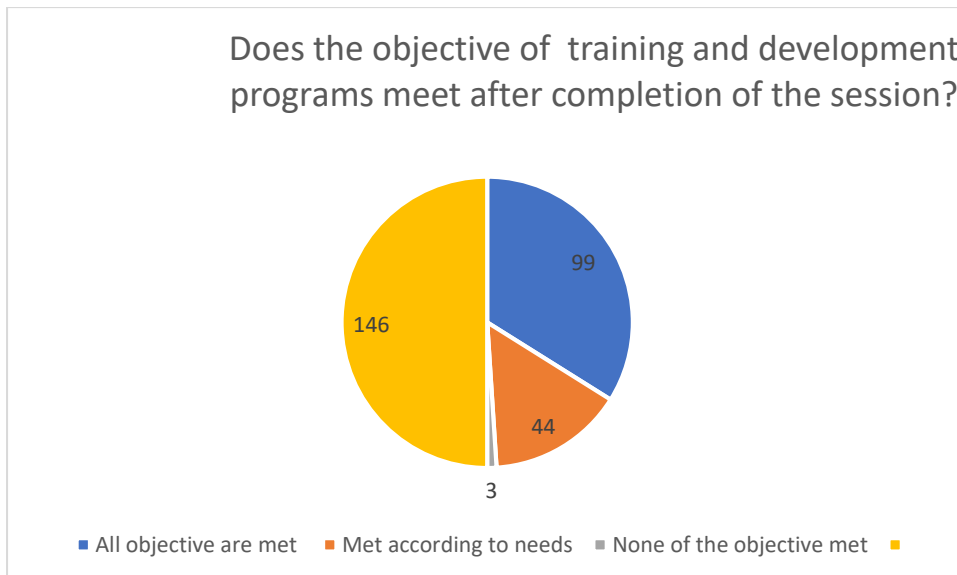
	Respondents	%age	Total
Decision making	22	15	15
Leadership	25	17	32
Make employee more responsive	91	63	95
All the above	7	5	100
	145	100	



15% of respondents were thought training and development programs focus on developing decision making , 17% of respondents thought leadership, 63% of respondents thought making employee more responsive while 5% of respondents thought all skill improved.

9. Does the objective of training and development programs meet after completion of the session?

	Respondents	%age	Total
All objective are met	99	68	40
Met according to needs	44	30	
None of the objective met	3	2	
	146	100	

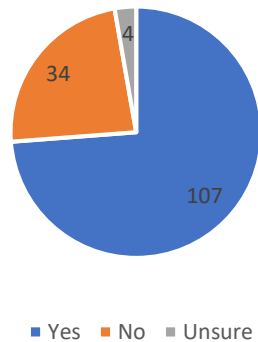


Due to training and development programs meet after completion of the session, 68% of respondents thought all objective were met, 30% of respondents thought according to needs objective met, while 3% of respondents thought none of the objective met.

10. Does training and development activities helps the organization to mention employee-employer relationship?

	Respondents	%age	Total
Yes	107	74	74
No	34	23	97
Unsure	4	3	100
	145	100	

Does training and development activities helps the organization to mention employee-employer relationship?



74% of respondents were agreed as training and development programs meet after completion of the session, 23% of respondents were said no while 3% of respondents were unsure about the same.

Discussion:

Considering the discoveries and of the gathered information of this review, it tends to be reasoned that preparing prompts significant advantages and powerful occupation doing in representatives in open area. For any of associations whether it is public or confidential preparation is a significant part and it is a venture of the representatives working inside. A definitive objective of each and every T&D program is to enhance human asset by making them more powerful and effective. The consequences of this exploration unequivocally upheld the relationship of T&D and authoritative achievement. T&D has become progressively essential

to the outcome of public area associations. It assumes a focal part in fortifying the associations and turns into the piece of the foundation of system execution.

It's undeniably true that viable and significant preparation is an interest in the HR of the association, with both present moment and long haul returns, since it at last overhaul the exhibition diagram of the representatives and furthermore of the association as worker improvement is the way to authoritative turn of events and accomplishment.

The preparation rehearses in the public area are a lot of viable that there is elevated degree of worker fulfillment towards giving the T&D programs and such projects prompts serious areas of strength for make relationship among the representatives and furthermore with their bosses. It further develops information, abilities and capacities (KSAs) to coordinate with recently embraced

processes and every representatives contribution in the hierarchical exercises and this gives an open door to utilization of new information and abilities in workers and get ready for a higher situation with expanded liabilities, which work with on work environment and prompts finishing authoritative dreams, missions and methodologies. The representatives have an inspirational perspective on T&D programs.

Improvement in preparing adequacy straightforwardly work with the representatives attention to targets of T&D courses, congruity of T&D projects, and utilization of preparing in the work place and appropriate execution of the learning goals.

The structure created by this study show that T&D programs prompts powerful occupation doing and increment the degree of fulfillment in the representatives of public area as they have an uplifting perspective on T&D programs. However this review has been tried in the public area. Subsequently, we can expect that T&D programs prompts work fulfillment among the representatives in open Area.

CONCLUSION:

A company's ability to use skilled, trained, and gifted people resources to increase efficiency is crucial. The Pune city's construction industry is no longer an outlier. The Pune city's construction industry, which is crucial to the enrichment of coal and energy resources, must use the most up-to-date training and development techniques to increase the performance of its personnel, both executives and non-executives. Since 1991, the Indian government has developed and put into effect a number of different policies. The policymakers and administrators of the construction sector in Pune city should pay attention to privatisation and the entry of FDI into various economic sectors.

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