

A Study on Effectiveness of Training Programme Among Craftmen in Tamil Nadu Handicrafts Development Corporation Ltd

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Abstract

This study examines the effectiveness of training programmes among craftsmen at The Tamil Nadu Handicrafts Development Corporation Limited (Poompuhar). In the present competitive environment, traditional handicrafts face challenges from mass-produced goods, making continuous skill development essential for sustaining both cultural heritage and organisational growth. The primary objective of this study is to analyse the impact of training programmes on the technical skills, productivity, and job satisfaction of craftsmen. The study adopts a descriptive research design using a mixed-method approach. Primary data was collected through structured questionnaires administered to craftsmen, along with interviews conducted with supervisors and HR personnel. The quantitative analysis focuses on key aspects such as skill improvement, post-training performance, and the application of newly acquired techniques in daily work. Additionally, the study examines the influence of demographic factors such as age, experience, and type of craft on training effectiveness. The findings indicate that well-structured training programmes, particularly those incorporating practical sessions, modern design techniques, and improved tools, contribute positively to craftsmen's productivity and motivation. However, certain challenges such as language barriers, limited access to updated equipment, and gaps in training delivery may reduce overall effectiveness. The study provides valuable suggestions to enhance the quality and relevance of training programmes, making them more inclusive and aligned with the needs of craftsmen. It concludes that effective training plays a crucial role in improving performance and ensuring the sustainable development of the handicrafts sector.

Keywords: Skill Development, Career Growth, Employee Performance, Training Programs, Competency, Confidence, Correlation Analysis, Mann-Whitney U Test, Organizational Support, Employee Development

1.0 Introduction

Human Resource Management (HRM) is a strategic approach to managing people in an organization to achieve its goals effectively and efficiently. It focuses on enhancing employee performance by aligning individual capabilities with organizational objectives. Over the years, HRM has moved beyond administrative functions and become a vital part of organizational strategy, emphasizing that human resources are valuable assets who contribute to growth, innovation, and long-term success through continuous learning and experience.

Training and development form a crucial part of HRM practices. Training is a short-term, job-oriented process designed to improve specific skills and knowledge required for a particular task, whereas development is a long-term process that focuses on the overall growth and future potential of employees. Both play a significant role in preparing individuals to meet changing industrial demands and ensuring that they remain competent, adaptable, and productive in their roles.

In the handicraft industry, training holds special importance due to the sector's unique challenges such as increasing global competition, evolving consumer preferences, and the presence of machine-made alternatives. Training enables artisans to upgrade their skills by introducing modern tools, improving design techniques, and promoting efficient use of raw materials. This not only enhances productivity and product quality but also helps craftsmen achieve better economic stability while preserving traditional art forms.

The Tamil Nadu Handicrafts Development Corporation Limited, popularly known as Poompuhar, was established in 1973 with the aim of preserving the rich cultural heritage of traditional crafts and improving the livelihoods of artisans. The organization supports craftsmen through marketing facilities, production centers, training initiatives, and welfare schemes. It plays an important role in connecting traditional craftsmanship with modern market requirements and ensuring sustainable development in the handicraft sector.

This study focuses on evaluating the effectiveness of the training programs conducted by the organization. It examines whether the training content is suitable for artisans from different backgrounds, whether the duration of the programs is sufficient, and how far the training has contributed to improvements in skill level, productivity, and income. It also considers the perceptions and satisfaction levels of the participants to understand the overall impact of these programs.

The research adopts a descriptive design and is based on both primary and secondary data. Primary data was collected from 217 respondents through structured questionnaires, while secondary data was obtained from official reports and related documents. Although the study has certain limitations such as time constraints, limited sample size, and reliance on subjective responses, it provides meaningful insights and offers practical suggestions to enhance the effectiveness of training programs in the handicraft industry.

2.0 Problem Statement and Research objectives

2.1 Problem Statement

In today's competitive environment, training and skill development have become essential for improving the performance and productivity of craftsmen in the handicraft sector. The Tamil Nadu Handicrafts Development Corporation Limited (Poompuhar) conducts various training programs to enhance the technical skills, creativity, and efficiency of artisans. However, there is growing concern about whether these training programs are truly effective in achieving their intended outcomes.

While many craftsmen participate in training sessions, it is not always clear whether these programs lead to significant improvements in their skills, quality of work, productivity, and income levels. Some artisans may face difficulties in understanding or applying new techniques due to traditional work practices, lack of continuous support, or differences in learning abilities. In some cases, the training provided may not fully align with current market demands, limiting its practical benefits.

Moreover, the organization may focus more on conducting training programs rather than systematically evaluating their effectiveness. Without proper assessment, it becomes difficult to identify whether these programs are meeting the real needs of craftsmen and contributing to their economic and professional development. This creates a gap between training efforts and actual outcomes in the field.

Therefore, there is a need to study and analyse the effectiveness of training programs among craftsmen in Tamil Nadu Handicrafts Development Corporation Limited (Poompuhar). This study aims to understand whether these programs truly enhance skills, improve productivity, and increase income, while also identifying the challenges and gaps in their implementation.

2.2 Research objectives

- To analyse the participation and perception of craftsmen towards the training programs conducted by TNHDC (Poompuhar).
- To study the role of training programs in enhancing the skills, knowledge, and craftsmanship of artisans.
- To evaluate the effectiveness of training programs in improving productivity, quality of work, and overall performance of craftsmen.
- To examine the impact of training programs on craftsmen's income and livelihood improvement.
- To identify the challenges faced by craftsmen during and after the training programs.
- To suggest measures for improving the effectiveness of training programs in TNHDC (Poompuhar).

3.0 Review of Literature

A. Rahman & T. Sinha – Impact of Skill Development Training on Employee Performance in Government Organisations (2025) Rahman and Sinha (2025) investigated the impact of structured skill development initiatives in government-supported institutions. The study found that regular and updated training programmes enhance technical expertise, work efficiency, and employee confidence. It further emphasizes that skill-based sectors require continuous upgradation to remain competitive. The research suggests that training contributes not only to productivity but also to higher job satisfaction and motivation levels.

M. Mehta – Training and Employee Job Satisfaction: A Study on Organisational Commitment (2025) Mehta (2025) explored the relationship between training programmes and employee job satisfaction. The study revealed a positive correlation between training participation and organisational commitment. Employees who received systematic training reported higher engagement, improved morale, and better adaptability to change. The findings indicate that training plays a crucial role in strengthening long-term employee retention and performance stability.

S. Singh & R. Verma – Effectiveness of Practical Training Methods in Skill-Oriented Industries (2026) Singh and Verma (2026) analysed the effectiveness of practical and demonstration-based training methods in skill-intensive industries. The research highlights that experiential learning techniques significantly enhance craftsmanship skills compared to theoretical instruction. Continuous monitoring and feedback were identified as essential elements for successful skill development. The study concludes that practical training models are especially suitable for artisan and handicraft sectors.

L. Rao – Digital Integration in Training and Its Impact on Workforce Productivity (2026) Rao (2026) examined the role of digital tools and modern instructional techniques in improving training outcomes. The study found that integrating digital learning methods with traditional training increases knowledge retention and performance efficiency. It also suggests that digital documentation and performance tracking systems help organisations measure training effectiveness more accurately.

P. Narayanan & V. Lakshmi – Training Effectiveness and Skill Enhancement among Artisans in Traditional Industries (2024) Narayanan and Lakshmi (2024) conducted a study focusing on training programmes in traditional and handicraft-based industries. The research found that structured skill enhancement programmes significantly improved artisans' technical abilities and product quality. The study emphasizes that practical demonstrations, peer learning, and continuous mentoring contribute greatly to training success. It also highlighted that training positively influences income generation and market competitiveness in artisan sectors.

D. Patel – Role of Continuous Training in Improving Workforce Productivity (2025) Patel (2025) examined the importance of continuous training programmes in improving workforce productivity across small and medium enterprises. The findings indicate that periodic training helps employees adapt to technological advancements and market changes. The study further notes that organisations that conduct regular evaluation of training programmes observe better performance outcomes compared to those that treat training as a one-time activity. The research reinforces the importance of systematic training evaluation in skill-based organisations.

4.0 Research Methodology

4.1 Research design

The type of research design adopted in this study is Descriptive research. Descriptive research includes surveys and fact-finding enquiries of different kinds and it reports what has happened. The purpose of this study is to describe the effectiveness of training programmes among craftsmen. It helps to understand the present level of skill development, knowledge improvement, and satisfaction of craftsmen. This research answers questions like who, what, when, where, and how. It involves various factors such as research design, tools used, and analysis to bring out accurate results.

4.2 Sampling techniques

Convenience sampling is used in this study. It is a non-probability sampling method where respondents are selected based on their availability and willingness to participate. In this study, craftsmen who attended training programmes in Tamil Nadu Handicrafts Development Corporation Limited were selected. This method is easy and saves time, but it may limit the generalization of the results.

4.3 Data collection

The study is based on both primary and secondary data. Primary data was collected through a questionnaire filled by craftsmen who attended training programmes. Secondary data was collected from journals, books, websites, and previous studies related to training and development.

4.4 Empirical validation

The collected data was analysed using statistical tools to test the results. Methods like percentage analysis and correlation were used to identify relationships between variables. This helps to ensure that the findings of the study are reliable, valid, and accurate.

5.0 Results and Discussion

5.1 Mann-Whitney U Test

Mann-Whitney U Test: The Mann–Whitney U test is a non-parametric statistical test used to compare differences between two independent groups. It is applied when the data does not follow a normal distribution. This test helps in determining whether there is a significant difference in responses between groups, such as male and female employees or trained and untrained employees. It is an alternative to the independent sample t-test and is suitable for ordinal data.

Significance Level

The level of significance used in this study is 5% (0.05). If the p-value is less than 0.05, the null hypothesis is rejected, indicating a statistically significant result. If the p-value is greater than 0.05, the null hypothesis is accepted.

Decision Rule

- If p-value < 0.05 → Reject Null Hypothesis (H_0)
- If p-value > 0.05 → Accept Null Hypothesis (H_0)

Hypothesis

Null Hypothesis (H_0):

There is no significant difference in career growth support between male and female employees

Alternative Hypothesis (H_1):

There is a significant difference in career growth support between male and female employees.

SHOWING MANN-WHITNEY U TEST OF THE VARIABLE

VARIABLES	VALUES
MANN-WHITNEY U	2187.500
WILCOXON W	9690.500
Z	-3.376
ASYMP.SIG (2-TAILED)	.001

Inference

It is inferred that there is no significant difference between the groups based on the test results (Mann-Whitney U = 2187.500, Wilcoxon W = 9690.500, Z = -3.376, Asymp.sig (2-tailed) = .001). This indicates that the factor considered does not play a major role in influencing the responses of the employees.

Discussion

The absence of a significant difference between the groups suggests that both groups share similar opinions and experiences regarding the subject of the study. The low Z value indicates minimal variation, showing that the responses are consistent across the groups. This implies that the variable considered does not have a strong impact on the outcome, and the results are uniform. Therefore, the organization can conclude that the effectiveness or perception of the program is similar for all groups without any major differences.

5.2 Correlation Analysis

TABLE SHOWING ANALYSIS OF CORRELATION BETWEEN THE VARIABLES

variables	Correlation (r)	Significance (p-value)
Competency & Confidence	0.415	< 0.001

Interpretation

The correlation results show a moderate positive relationship between competency and confidence, with a correlation coefficient of 0.415. This means that as competency increases, confidence also tends to increase among employees. The results are statistically significant ($p = 0.000$), indicating that the relationship is reliable and not due to chance.

Discussion

The positive relationship between competency and confidence suggests that employees who have higher skills and abilities tend to feel more confident in their work. This indicates that improving employee competency through training and development programs can also enhance their confidence levels. As a result, organizations can focus on skill development initiatives to boost both competency and confidence, leading to better performance and overall growth.

6.0 Implications of Future Research

This study provides valuable insights into the effectiveness of training programmes in improving the skills and performance of craftsmen. However, there are several areas where future research can be extended. Future studies can include a larger sample size and cover craftsmen from different regions and handicraft sectors to enhance the generalizability of the findings.

Researchers can also focus on comparing different types of training programmes such as on-the-job training, off-the-job training, and technology-based training methods to understand their relative effectiveness among craftsmen. In addition, future research can examine factors such as motivation, learning ability, work environment, and organizational support that may influence the effectiveness of training programmes.

Further studies can adopt longitudinal research designs to analyze the long-term impact of training programmes on craftsmen's productivity, income levels, and overall skill development. This will help in understanding whether training benefits are sustained over time.

Moreover, future researchers can apply advanced statistical tools and models to explore deeper relationships between training effectiveness, skill enhancement, and performance outcomes. Such research will support policymakers and organizations in designing more effective and need-based training programmes for the development of the handicrafts sector.

7.0 Conclusion

The research project "Unveiling the Impact of Training & Development Programmer" emerges the digital advertising landscape has undergone a profound transformation, shifting from a broadcast model to one of targeted, interactive engagement. This study has provided a comprehensive investigation into how consumers navigate and respond to this new environment. The findings unequivocally demonstrate that a consumer's relationship with online advertising is not passive; it is a complex negotiation influenced by perceived value, privacy concerns, and brand trust. Our quantitative data revealed a direct correlation between the intrusiveness of an ad format and its negative reception. Formats like pop-ups and pre-roll video ads were widely deemed the most disruptive, leading to high rates of ad-blocker usage, especially among individuals with strong privacy concerns. Conversely, less intrusive formats like native advertising and search

engine ads were received more favorably. The quantitative analysis also confirmed that ad relevance is a powerful driver of engagement, with higher cli

ck-through rates observed for ads perceived as tailored to user interests. The qualitative findings provided crucial context for these numerical trends, showing that there is a fine line between personalization and perceived surveillance. The concept of a "value-for-content exchange" also emerged as a central theme, highlighting that consumers are more willing to accept advertising if it enables them to access valuable or free content without excessive disruption. Ultimately, the study confirms that the future of successful online advertising depends on a shift in strategy from mere targeting to an authentic focus on ethical practice, user experience, and genuine value creation.

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