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A STUDY ON EFFECTIVNESS OF TALENT OPTIMIZATION TOWARDS HUMAN RESOURCES WITH REFERNENCE TO TVS SUNDARAM CLAYTON PRIVATE LIMITED .

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1.1 INTRODUCTION

In today's fast-paced and fiercely competitive manufacturing landscape, the ability to harness the full potential of human capital has become increasingly vital for organizations striving to maintain their edge. Against this backdrop, the adoption of human resources analytics has emerged as a transformative tool for talent optimization, enabling companies to make informed decisions that drive performance and productivity. This introduction sets the stage for a comprehensive exploration of human resources analytics within the manufacturing sector, with a particular focus on its application at TVS Sundaram Clayton Private Limited.

TVS Sundaram Clayton, a renowned name in the automotive manufacturing industry, stands at the forefront of innovation and excellence. As the company navigates the complexities of an ever-evolving market, the optimization of its workforce emerges as a strategic imperative for sustaining growth and staying ahead of the curve. By leveraging the power of data analytics, TVS Sundaram Clayton seeks to unlock new insights into its talent pool, thereby enhancing recruitment, retention, and development initiatives.

This study aims to delve into the intricacies of human resources analytics within the context of TVS Sundaram Clayton, examining how data-driven approaches can revolutionize talent management practices. Through a combination of quantitative analysis, qualitative research, and real-world case studies, the research endeavors to shed light on the effectiveness of HR analytics in driving organizational success within the manufacturing industry.

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By exploring the synergies between talent optimization and operational excellence, this study not only contributes to the academic discourse on HR analytics but also provides actionable insights for industry practitioners.

Ultimately, the insights gleaned from this research are poised to empower TVS Sundaram Clayton and other manufacturing enterprises to unlock the full potential of their workforce, thereby propelling them towards sustained growth and competitiveness in the global market.

urthermore, this study seeks to address the pressing challenges faced by manufacturing firms in talent management, including skills shortages, workforce turnover, and the need for upskilling in response to technological advancements. By examining these challenges through the lens of HR analytics, the research endeavors to identify data-driven solutions that can help organizations like TVS Sundaram Clayton navigate the complexities of the modern industrial landscape.

Through a holistic examination of talent acquisition, development, and retention strategies, this study aims to provide a comprehensive framework for leveraging HR analytics to optimize workforce performance and drive business outcomes. By aligning human capital strategies with organizational objectives, TVS Sundaram Clayton and other manufacturing firms can position themselves for long-term success in an increasingly competitive environment.

Ultimately, this research not only seeks to advance our theoretical understanding of HR analytics but also aims to offer practical insights that can be implemented to enhance talent management practices and drive organizational performance. By harnessing the power of data-driven decision-making, manufacturing firms can unlock new opportunities for growth, innovation, and sustainable success in the years to come.

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1.2 INDUSTRY PROFILE

INDUSTRY TYPE : MANUFACTURING

Manufacturing is the creation or production of goods with the help of equipment, labor, machines, tools, and chemical or biological processing or formulation. It is the essence of the secondary sector of the economy The term may refer to a range of human activity, from handicraft to high-tech, but it is most commonly applied to industrial design, in which raw materials from the primary sector are transformed into finished goods on a large scale. Such goods may be sold to other manufacturers for the production of other more complex products (such as aircraft, household appliances, furniture, sports equipment or automobiles), or distributed via the tertiary industry to end users and consumers (usually through wholesalers, who in turn sell to retailers, who then sell them to individual customers). Manufacturing engineering is the field of engineering that designs and optimizes the manufacturing process, or the steps through which raw materials are transformed into a final product. The manufacturing process begins with the product design, and materials specification. These materials are then modified through manufacturing to become the desired product. Contemporary manufacturing encompasses all intermediary stages involved in producing and integrating components of a product. Some industries, such as semiconductor and steel manufacturers, use the term fabrication instead. The manufacturing sector is closely connected with the engineering and industrial design industries.

Modern manufacturing

Bell Aircraft's assembly plant in Wheatfield, New York in 1944 Electrification of factories, which had begun gradually in the 1890s after the introduction of the practical DC motor and the AC motor, was fastest between 1900 and 1930. This was aided by the establishment of electric utilities with central stations and the lowering of electricity prices from 1914 to 1917. Electric motors allowed more flexibility in manufacturing and required less maintenance than line shafts and belts. Many factories witnessed a 30% increase in output owing to the increasing shift to electric motors. Electrification enabled modern mass production, and the biggest impact of early mass production was in the manufacturing of everyday items, such as at the Ball Brothers Glass Manufacturing Company, which electrified its mason jar plant in Muncie, Indiana, U.S. around 1900. The new automated process used glass blowing machines to replace 210 craftsman glass blowers and helpers. A small electric truck was now used to handle 150 dozen bottles at

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a time whereas previously used hand trucks could only carry 6 dozen bottles at a time. Electric mixers replaced men with shovels handling sand and other ingredients that were fed into the glass furnace. An electric overhead crane replaced 36 day laborers for moving heavy loads across the factory. Mass production was popularized in the late 1910s and 1920s by Henry Ford's Ford Motor Company, which introduced electric motors to the then-well-known technique of chain or sequential production. Ford also bought or designed and built special purpose machine tools and fixtures such as multiple spindle drill presses that could drill every hole on one side of an engine block in one operation and a multiple head milling machine that could simultaneously machine 15 engine blocks held on a single fixture. All of these machine tools were arranged systematically in the production flow and some had special carriages for rolling heavy items into machining positions. Production of the Ford Model T used 32,000 machine tools.

Lean manufacturing, also known as just-in-time manufacturing, was developed in Japan in the 1930s. It is a production method aimed primarily at reducing times within the production system as well as response times from suppliers and to customers.It was introduced in Australia in the 1950s by the British Motor Corporation (Australia) at its Victoria Park plant in Sydney, from where the idea later migrated to Toyota. News spread to western countries from Japan in 1977 in two English-language articles: one referred to the methodology as the "Ohno system", after Taiichi Ohno, who was instrumental in its development within Toyota. The other article, by Toyota authors in an international journal, provided additional details. Finally, those and other publicity were translated into implementations, beginning in 1980 and then quickly multiplying throughout the industry in the United States and other countries.

Manufacturing strategy

According to a "traditional" view of manufacturing strategy, there are five key dimensions along which the performance of manufacturing can be assessed: cost, quality, dependability, flexibility and innovation. In regard to manufacturing performance, Wickham Skinner, who has been called "the father of manufacturing strategy", adopted the concept of "focus", with an implication that a business cannot perform at the highest level along all five dimensions and must therefore select one or two competitive priorities. This view led to the theory of "trade offs" in manufacturing strategy. Similarly, Elizabeth Haas wrote in 1987 about the delivery of value in manufacturing for customers in terms of "lower prices, greater service responsiveness or higher quality". The theory of

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"trade offs" has subsequently being debated and questioned,but Skinner wrote in 1992 that at that time "enthusiasm for the concepts of 'manufacturing strategy' had been higher", noting that in academic papers, executive courses and case studies, levels of interest were "bursting out all over". Manufacturing writer Terry Hill has commented that manufacturing is often seen as a less "strategic" business activity than functions such as marketing and finance, and that manufacturing managers have "come late" to business strategy-making discussions, where, as a result, they make only a reactive contribution.

IN INDIA

India's manufacturing sector is a secondary industry that processes raw materials to create finished goods. It's a significant part of the country's economy, contributing 17% of the nation's GDP and employing over 27.3 million people.

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1.3 COMPANY PROFILE

The Organizational profile taken for this study on Employee Engagement is TVS Sundaram Clayton Ltd. and the data is collected from the staff in Padi, Chennai. Sundaram Clayton Limited (SCL) is one of the largest producers of aluminum die castings in India offering a wide range of aluminum castings produced by high-pressure, low-pressure and gravity die casting processes. Having established its credentials as a reliable supplier of world-class products, SCL exports a significant proportion of its production to international Original Equipment Manufacturers. Today SCL is the largest exporter of aluminium die castings from India.

The five plants, three at Chennai and another at Hosur & USA are equipped with the latest technology in gravity, low pressure, and high pressure die casting processes with vacuum and squeeze casting capability. Together, these five plants can produce
84.000 metric tons of aluminum castings per annum. These facilities are supported by the company's capabilities in design and development, machining, assembly, and machine building thus, providing a robust foundation for the company's intent of providing total engineering solutions and full-service support for the industry's die-casting needs.

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Metal Management

With its state-of-the-art in-house alloying plant, SCL makes a wide variety of alloys. SCL has a full-fledged metallurgical laboratory that allows SCL to maintain strict control of the chemical composition. Online metal control is accomplished using a state-of-the-art optical emission direct measurement spectrometer. Continuous monitoring and effective process controls ensure that high-quality metal is delivered to the die-casting machines at all times.

High-Pressure Die Casting (PDC)

With the installation of over 100 automatic PDC machines in a locking force range of 250 T to 3200 T SCL produces high-pressure die castings in the weight range of 0.25 kg to 25 kg: The PDC machines are equipped with shot monitoring and control systems for process optimization and quality assurance. The pressure die-casting infrastructure is supported by trimming, shot blasting, cutting, and buffing cells.

Gravity Die Casting (GDC)

SCL produces more than 250 different castings in the weight range of 0.25 kg to 25 kg by GDC process Most of the die casting stations are semi-automatic and ergonomic by design. The company has facilities for sand testing, sand core making and decoring, riser-cutting machines, and heat treatment facilities to supplement the die-casting process. The company started tilt-pour technology in 1989 and has started to make its tilt-pouring machines. Several complicated castings are produced by the till-pouring process.

Pressure Die Castings (LPDC)

SCL has a state-of-the-art cylinder head casting facility at Hosur manufactured through LPDC machines SCL is also equipped with core-making, de-coring, and heat treatment facilities.

Machining and assembly

The plant is fully equipped to deliver completely machined, ready-to-assemble components. The state-of-art machining infrastructure is spread over a 20.000 sq.m built-up area. There are
158 machining cells with over 550 CNC machining centers, supplied by reputed manufacturers globally. The plant has supporting facilities for the assembly of child parts, leak testing (wet and pressure decay), impregnation, and heat treatment operations. In

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addition, there are about 20 assembly stations where child parts are sub-assembled onto the machined casting. The infrastructure is continuously upgraded and processes are improved to meet the continuously increasing customer demands on quality and productivity. SCL has been at the forefront of adopting new process planning techniques and seeks to turn this unique characteristic into a lasting value proposition for its customers. The adoption of contemporary practices such as Total Productive Maintenance (TPM) and Lean Manufacturing is testimony to SCL's commitment to meeting ever-increasing customer requirements.

Quality Assurance

At SCL, Quality is a continuously moving target and is approached as a matter of process Quality is achieved through a meticulous procedure of design and implementation, and is maintained through systems and reviews. Mistake-proofing measures are implemented to ensure zero defect quality. Process parameters are optimized through a detailed analytical approach comprising DOE (design of experiments) and Deep Analysis

Quality improvement activities are supported by world-class infrastructure, which comprises a full-fledged metallurgical laboratory, optical microscope, X-Ray, standards room, scanning CT scan, Density tester type Co-ordinate Measurement Machines (CMM), Millipore testing equipment, surface, and profile measurement equipment. Deployment of infrared thermography for die-casting process optimization and quality assurance accords SCL a unique status among Indian die-casters.

The company is certified to IATF 16949, Ford Q1, ISO 14001, and OSHAS 18001. Two of SCL's manufacturing plants have been awarded for TPM Excellence. The quality culture is part of a decade-long cultural transformation led by SCL's initiatives in adopting world-class practice.

Die Design and Development

SCL has in-house die design capability supported by advanced techniques and tools. The die development lead time is greatly reduced by using simulation tools such as MAGMA, SCL's association with reputed tool makers in India and abroad ensures timely delivery of high- quality dies. A large number of new products being developed for global customers bear testimony to SCL's strength in die design and development.

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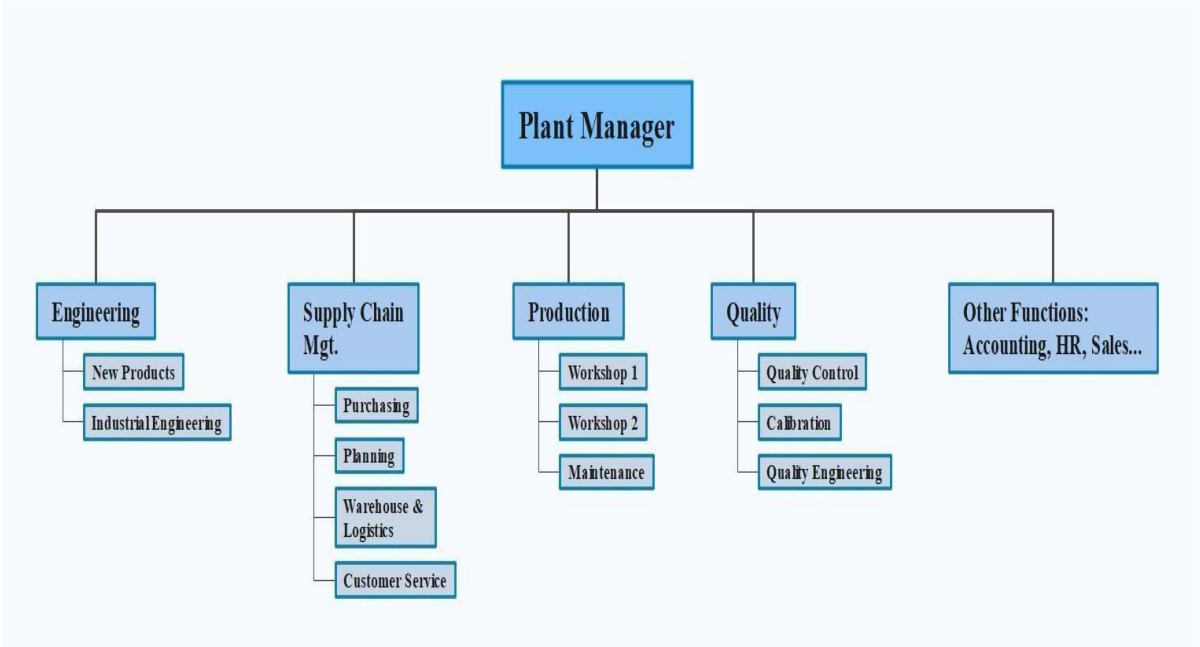
Product range

SCL manufactures a range of products that includes crankcases, cylinder heads, cylinder barrels and wheel hub castings for two-wheelers, transmission cases, clutch housing castings & brackets for cars and light commercial vehicles, flywheel housing & gear housing castings, fuel system valve bodies, fuel filter heads and filter housing bodies, compressor housings, pipes and structural chassis parts for heavy commercial vehicles.

ORGANIZATION STRUCTURE



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2.1 NEED OF THE STUDY

The need for this study is underscored by the multifaceted challenges facing manufacturing organizations, particularly in talent management and optimization. Amidst talent scarcity and high turnover rates prevalent in the industry, TVS Sundaram Clayton and similar firms are compelled to seek innovative solutions to attract, retain, and develop skilled employees. Human resources analytics emerges as a promising avenue to address these challenges by providing insights into workforce productivity, efficiency, and performance. By optimizing talent management processes, manufacturing firms can enhance operational efficiency, reduce costs, and improve overall productivity. Moreover, in a fiercely competitive marketplace, the ability to differentiate through human capital becomes paramount. HR analytics offers a strategic advantage by enabling data-driven decisions that maximize the potential of the workforce.

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2.2 OBJECTIVES OF THE STUDY

Primary objective

A Study on effectiveness of talent optimization towards human resources with reference to TVS Sundaram Clayton Private Limited .

Secoundary objective

1. To determine employees' satisfaction levels with training programs based on their skills, knowledge, and performance.

2. To assess the benefits of training programs through participation in learning activities and knowledge sharing.

3. To analyze the factors that influence career progression, job satisfaction, and employee commitment to the organization.

4. To gather employee feedback and suggestions regarding training programs.

2.3 SCOPE OF THE STUDY

The scope of this study is dedicated to exploring the realm of human resources analytics as applied to talent optimization, with a specific focus on TVS Sundaram Clayton Private Limited, a distinguished entity within the manufacturing industry. Central to this investigation are several key dimensions: Firstly, talent acquisition strategies will be examined to gauge the efficacy of HR analytics in identifying and attracting top-tier talent to the organization. Secondly, the study will delve into performance evaluation processes, evaluating how HR analytics can refine assessments, pinpoint high-potential employees, and delineate areas necessitating improvement. Thirdly, attention will be devoted to training and development initiatives, scrutinizing the role of HR analytics in tailoring programs to employees' needs based on skill gaps and performance indicators

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2.4 LIMITATIONS OF THE STUDY

1. Limited number of participants may not represent the entire workforce accurately.
2. Study period might not capture long-term effects or fluctuations in talent management strategies.
3. Findings may not be generalizable to other companies due to unique organizational culture, industry dynamics, and leadership style at TVS Sundaram Clayton Private Limited.
4. Biases in data collection or analysis could influence results.
5. Human resource management practices evolve over time, impacting the relevance of study findings in the future.

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2.5 REVIEW OF LITERATURE

1. Rakesh Naik Vadithe (2023).

Human Resource (HR) analytics that can effectively and efficiently evaluate data related to people for improved decision-making and gradually gaining momentum in HR management. Talent Optimization (TA) is a strategic process used by HR to analyze long-term talent needs in the context of business goals. Therefore, HR analytics performs data analysis to make appropriate decisions and identify talent. The purpose of the study is to understand the potential of HR analytics and Talent Optimization through existing literature.

2. Facility Management Journal (2022)

The article informs that according to a report "The State of Talent Optimization" from Predictive Index companies with aligned talent and business strategies are more likely to outperform other companies, retain top talent**,** see higher employee performance and achieve strategic success rates.

3. Ahmad Alashmawy(2019).

In the digital age recruitment emerged as a consequence of the competitive and complex nature of the labor market. This article highlights the role of modern recruitment and talent Optimization activities. It reviews as well, the literature of recruitment to track the philosophy of modern recruitment marketing. This review goes deeper into the theory and practices of employer branding as a tool to attract and engage new hires. This paper also critically discusses the relations and interactions between the components of the modern recruitment process.

4. Kuldeep Bhalerao (2019)

The basic purpose of the study is to understand the relationship between Human Resource Analytics and Talent Optimization. It discusses how HR analytics is affecting talent Optimization efforts of organization and what kind of benefit it gives to organization.

5. Sajin Jose (2019)

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Talent optimization and recruitment are the undergoing processes that also essential for the organization, but it also created challenges for the company to leverage the social network, aggressively market their employment brand and recruit employee every day. In order to ensure itself successfully, it is essential for the company to constantly attract the new talent and recruit the Talent that is already in the plan. In respect to this, the traditional staffing team replaced by the strategic talent Optimization function by making focus on building on employment brand, Sourcing people in a new place with the help of social media tool, creating an opportunity for the internal candidates and leveraging the use network of referral by making relationship within the company. The study mainly focuses on the innovation in recruitment in talent optimization by making a study on Technologies and strategies which are adopted by the talent management in the IT sector. Apart from this, the study also provides a complete background of the study by discussing the different and new methods for the recruitment process that highly focused on the uses of Technologies and other strategies adopted to acquire the Talent in the IT sector. Apart from this, the study also presents literature review which focuses on various articles, books, and journals which mainly examine a talent optimization in a global knowledge economy and also describe the innovative tool for recruitment in the IT sector. The study also describes the Talent optimization strategies which was adopted in the IT sector and also developing the conceptual framework effectively.

6. Aastha Tripathi (2018)

This paper centralizes on, how creating an employer brand in the minds of employees can help in this direction. Nowadays, Organizations confront the biggest challenge of replacing experienced and talented workers over the coming decades as the Baby Boomer generation retires. The challenge comes at the mean time as seismic movements from employment to unemployment.

7. Gavin Walford-Wright, William Scott-Jackson (2018).

This paper aims to study the opportunities that have been created through technological advancement in the talent optimization industry and how this links to strategic HR management (SHRM) and business strategy. It focuses on how an organisation can embrace the world's leading technology and compose a unique technology stack to overcome its challenges in talent optimization**.**

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8. Karacay, G. 2018.

This research paper focuses on the importance of talent optimization as a function of HR, how it is evolving over the years and how are recruitment strategies changing with the evolving scenario. Attracting, recruiting and retaining quality talent is the paramount priority of organizations. The research paper also throws light on recruitment through referrals which helps in getting authentic quality talent on board and also the scope of data analytics in hiring and assessment of existing workforce.

9. Mayo, Andrew (2018).

The purpose of this paper is to summarise the different areas of talent management and how HR metrics and analytics can be harnessed to make those areas more effective.Design/methodology/approach The paper first discusses the different definitions of "talent". It then takes three areas for the application of metrics and analytics – data about individuals, the effectiveness and efficiency of talent processes and the extent of the supporting culture.Findings The definition of talent should not be confined to senior leadership only, nor be fully inclusive of every employee, but organisations need to define those individuals and groups where some specific attention will benefit the organisation; it is as important to understand the potential of all employees as it is to assess their performance; metrics should be chosen for all talent processes and related to business KPIs where possible.Practical implications This is a practical paper giving guidance to talent managers in organisations on how to apply and utilise people analytics.

10. By Pallavi Srivastava, Jyotsna Bhatnagar(2008).

With talent management becoming an area of growing concern, there is a need for practicing due diligence in their talent opyimization strategy. To meet the demands for talent with a specific skill set in a given timeline, the organizations are adopting innovative recruitment practices to find the correct skill sets and competencies. The purpose of this paper is to discuss some of these practices and also to investigate talent potimization and its relationship to levels of employee engagement.

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3.1 RESEARCH METHODOLOGY

3.1.1 RESEARCH

Research in simple terms refers to search for knowledge. It is a scientific and systematic research for information on a particular topic or issue. It is also known as the art of scientific investigation. Several social scientists have defined research in different ways. In the Encyclopaedia of social sciences, D.Slesinger and M.Stephension (1930) defined research as "the manipulation of things, concepts or symbols for the purpose of generalisation to extend, correct or verify knowledge, whether that knowledge aids in the construction of theory or in the practice of an art".

3.1.2 RESEARCH METHODOLOGY

Research methodology is the path through which researchers need to conduct their research. It shows the path through which these researchers formulate their problem and objective and present their result from the data obtained during the study period. This research design and methodology chapter also shows how the research outcome at the end will be obtained in line with meeting the objective of the study.

3.1.3 RESEARCH DESIGN

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure it is conceptual structure with which the research is conducted. It is simple framework or plan for a study that is used as a guiding and analyzing the data. It constitutes the blueprint for the collection, measurement and analyze the data.

DESCRIPTIVE RESEARCH

Descriptive research includes surveys and fact finding enquiries of different kinds and it can report only what has happened. The purpose of the research is description of the state of affairs as it exist at present. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the question who, what, when, where and how. A descriptive study is undertaken in order to ascertain and able to describe the organization constantly engaged

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themselves in studying and analyzing issues and hence are involved 19 in some form of research activity as they make decisions at the work place.

3.1.3 DATA COLLECTION

Data collection is a systematic approach to gathering information from a variety of sources to a complete and accurate picture of an area of interest. In this study responses are collected through two different sources. The sources of data collection are;

3.1.3.1 Primary data collection

3.1.3.2 Secondary data collection

3.1.4.1 PRIMARY DATA COLLECTION

Primary data collection is the process of gathering data directly from a first and source. In other words, its data that is collected by organization that expect to use it. It is the data that has not been previously establish and is derived from a new or original research study and collected at the source search asin marketing. primary data collection methods include survey, interview, observation and focus group.

3.1.4.2 SECONDARY DATA COLLECTION

Secondary data refers to data that is collected by someone other then the primary user. It is the research data that has previously been gathered and can be access by researcher. Sources of secondary data includes books, personal sources, journals, newspaper, government records, etc. Secondary data are known to be readily available compare to that of primary data. NATURE AND SOURCES OF DATA This study was based on primary source where the data was collected through the structured questionnaire, by distributing it to the employees of SUNDARAM CLAYTON PRIVATE LIMITED. The questionnaire was prepared using inbuilt tools in Google form and total of 120 responses were collected through it. The questionnaire was distributed online and explaining the meaning of the questions to some employees. The responses collected were validated and then entered in excel sheet and then imported in SPSS. All the questions in the questionnaire were marked as compulsory.

3.1.5 SAMPLING METHOD

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The sampling method used in this study is PROBABILITY SAMPLING.

3.1.5.1 PROBABILTIY SAMPLING

A probability sampling method is any method of sampling that utilizes some form of random selection known as Simple Random Sampling. The simplest form of random sampling is called simple random sampling. Simple random sampling is a sampling technique were every item in the population has an even chance and likelihood of being selected in the sample.

3.1.5.2 SIMPLE RANDOM SAMPLING

Simple random sampling is the type of probability sampling in which the researcher randomly selects a subset of participant from a population. Each member of the population has an equal chance been selected. Data is then collected from as large a percentage as possible of this random subset. SAMPLE SIZE DETERMINATION POPULATION AND SAMPLE This research was conducted within SUNDARAM CLAYTON PRIVATE LIMITED and the population for the proposed study includes all level of employees of the organization. Since the outcome of the pilot study resulted as a continuous outcome variable in a single population, the sample size was determined using Morgan's Table

3.1.6 LIST OF TOOLS

- Normality Test
- Non-Parametric Test

1. Mann Whitney U Test
2. Kruskal Wallis H Test
3. Spearman Correlation Test.

NORMALITY TEST A normality test is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance). The two well-known tests of normality, namely, the Kolmogorov–Smirnov test and the Shapiro–Wilk test are most widely used methods to test the normality of the data.

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NON- PARAMETRIC TEST

Nonparametric tests are methods of statistical analysis that do not require a distribution to meet the required assumptions to be analyzed (especially if the data is not normally distributed). Nonparametric statistics is the type of statistics that is not restricted by assumptions concerning the nature of the population from which a sample is drawn. The Non-Parametric Test used in this research are

- MannWhitney U-Test
- Kruskal's Wallis H-Test
- Spearman's

Correlation MANN WHITNEY U

TEST

It is a non-parametric test that is used to compare two sample means that come from the same population, and used to test whether two sample means are equal or not. Usually, the Mann Whitney U test is used when the data is ordinal or whenthe assumptions of the t-test are not met.

KRUSKAL WALLIS H-TEST

The Kruskal-Wallis H Test (sometimes also called the "one-way ANOVA on ranks") is a rank-based non-parametric test that can be used to determine if there are significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable.

SPEARMAN'S CORRELATION

The Spearman correlation test examines whether two variable are correlated with one another or not. The Spearman's test can be used to analyze ordinal level, as well as continuous level data, because it used ranks instead assunptions made by normality.

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3.2 DATA ANALYSIS AND INTERPRETATION

3.2.1 Table showing Gender of the respondents

Gender	No. of Respondents	Percentage (%)
Male	69	57.5
Female	51	42.5
Total	**120**	**100**

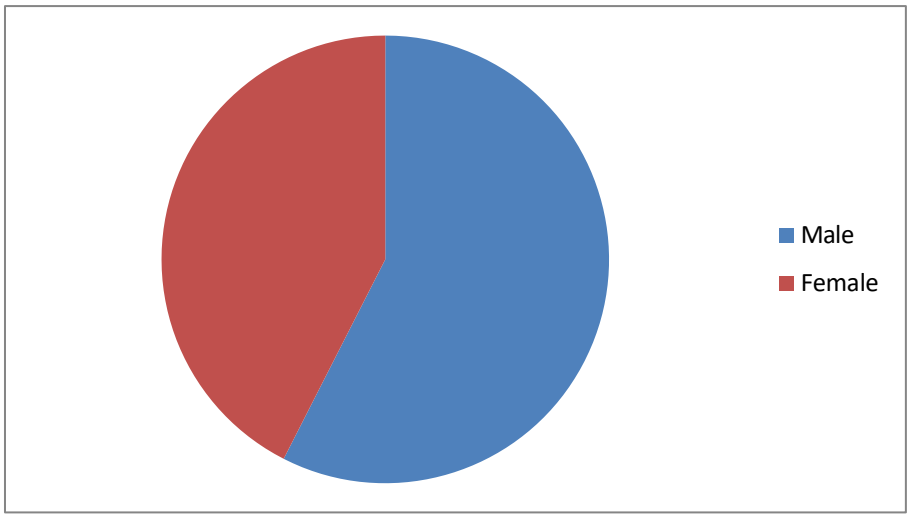
FINDINGS

From the above table it is found that 57.5% of the respondents are male and 42.5% of the respondents are female.

INFERENCE

It is found that 57.5% of the employees are male.

3.2.1 Chart showing Gender of the respondents



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3.2.2 Table showing different age of the respodents

Age	**No. of Respondents**	**Percentage (%)**
Less than 20	46	38.3
20-25	23	19.2
26-30	21	17.5
31-35	11	9.2
Above 35	19	15.8
Total	**120**	**100**

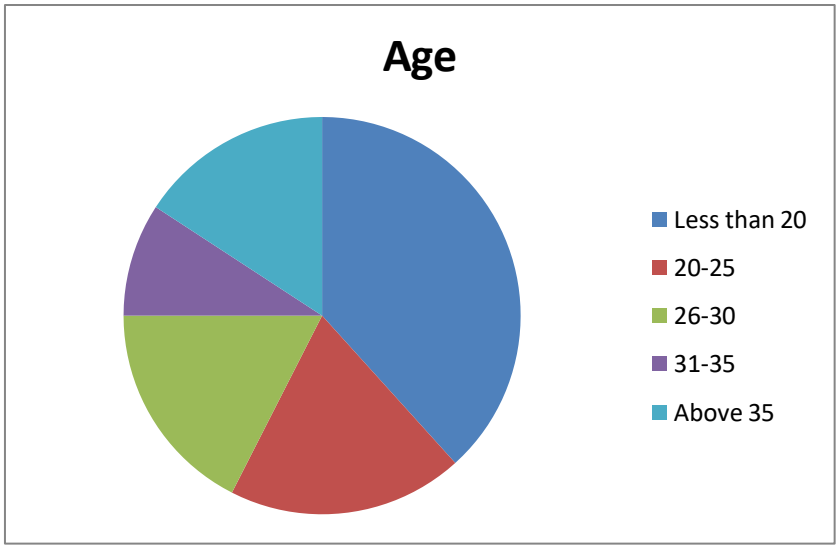
FINDINGS

From the above table it is found that 38.3% of respondents are coming under age of Less than 20,19.2% of respondents are coming under age of 20-25,17.5% of respondents are coming under age of 26-30,9.2% of respondents are coming under age of 31-35 and15.8% of respondents are coming under age of above 35.

INFERENCE

It is found that 38.3%of the employees are age of less than 20.

3.2.2 Chart showing different age of the respondents



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3.2.3 Table showing Education of respondents Qualification

Qualification	No. of Respondents	Percentage (%)
10th/12th	27	22.5
Diploma	24	20
Undergraduate	44	36.7
Postgraduate	25	20.8
Total	**120**	**100**

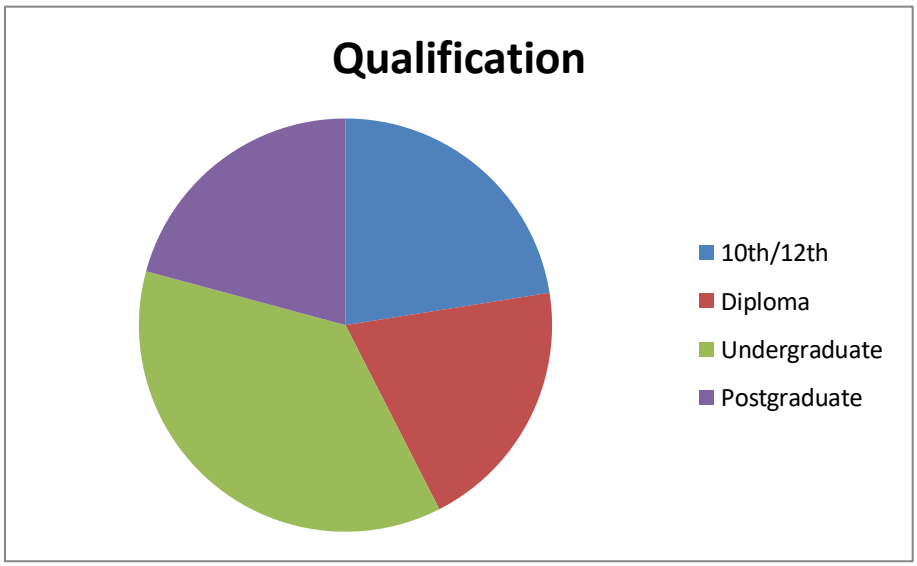
FINDINGS

From the above table it is found that 22.5% of respondents are 10th/12th ,36.7% of respondents are completed UG, 20.8% of respondents are completed PG and 20% of respondents are completed Diploma.

INFERENCE

It is found that 36.7%of the employees are completed UG.

3.2.3 Chart showing Education of respondents



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3.2.4 Table showing Role of respondents

Role	No. of Respondents	Percentage (%)
Manger	33	27.5
Assistant manager	23	19.2
Supervisor	21	17.5
Head of the department	26	21.7
Employee	17	14.2
Total	**120**	**100**

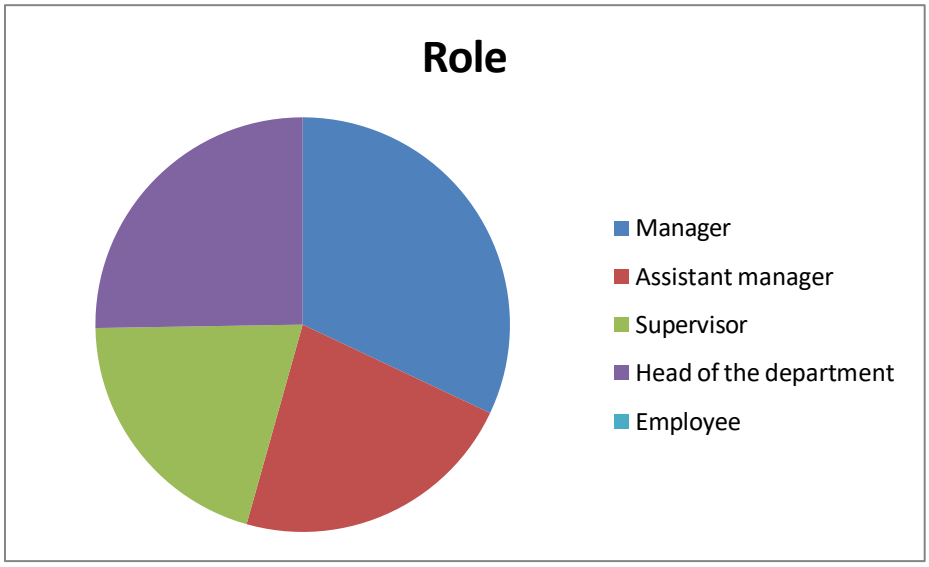
FINDINGS

From the above it is found that 27.5% of respondents are belongs to Manager,19.2% of respondents are belongs to Assistant manager,17.5% respondents are belongs to Supervisor,21.7% respondents are belongs to Head of the Department and14% respondents are belongs to Employee.

INFERENCE

It is found that 27.5% of the employees are managers

3.2.4 Chart showing Role of respondents



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3.2.5 Table showing Work Experience of Respondents

Work Experience	No. of Respondents	Percentage (%)
Less than 1 year	48	40
5 years	43	35.8
More than 5 years	29	24.2
Total	**120**	**100**

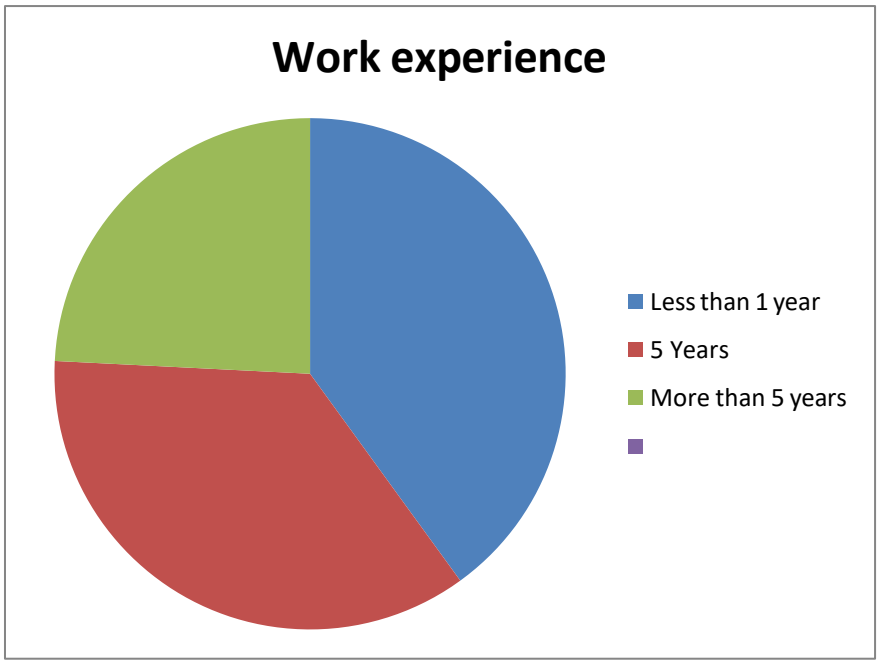
FINDINGS

From the above table it is found that 40% of respondents having work experience of Less than 1 year,35.8% of respondents are 5 years and 24.2% of respondents are having work experience of More than5 years.

INFERENCE

It is found that 40% of the employees work experience of Less than 1year.

3.2.5 Chart showing Work Experience of Responde



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3.2.6 Table showing Were the training materials clear and easy to understand

Opinion	No. of Respondents	Percentage (%)
Yes	88	73.3
No	32	26.7
Total	**120**	**100**

FINDINGS

From the above table It is found that 40% of the 73.3% of respondents responded Yes and 26.7% of respondents responded No.

INFERENCE

It is found that 73.3% of the employees responded Yes.

3.2.6 Chart showing Were the training materials clear and easy to understand

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3.2.7 Table showing To what extent did the training sessions effectively cover relevant topics

Opinion	No. of Respondents	Percentage (%)
Not at all	27	22.5
Slightly	12	10
Moderately	42	35
Very	23	19.2
Extremely	16	13.3
Total	**120**	**100**

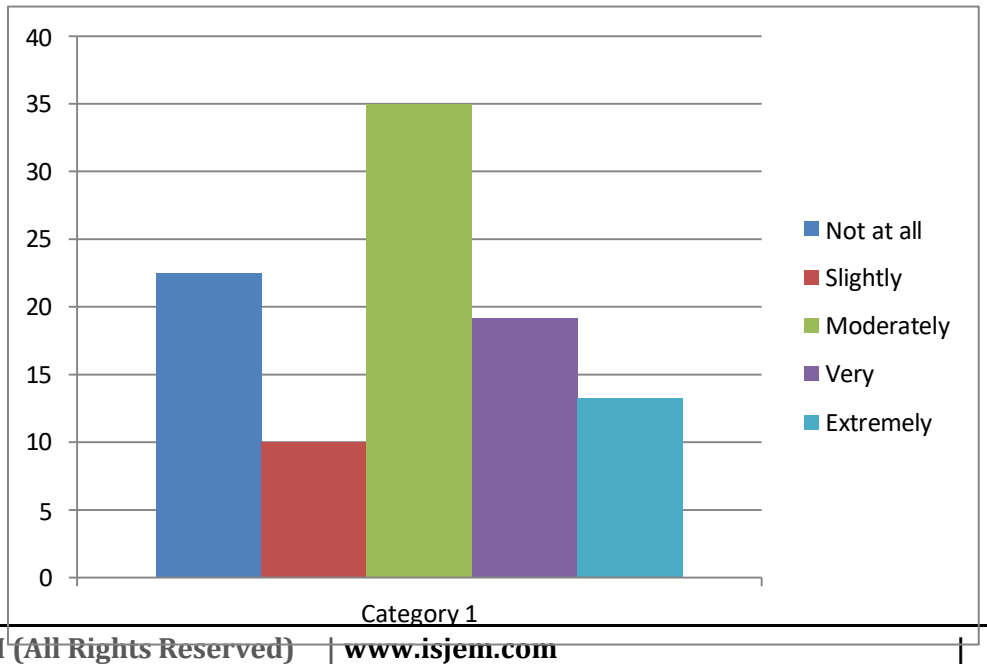
FINDINGS

From the above table It is found that 40% of the 22.5% of respondents responded Not at all ,10% of respondents responded Slightly, 35% of respondents responded Moderately,19.2% of respondents responded Very and 13.3% of respondents responded Extremely

INFERENCE

It is found that22.5% of the employees responded not at all.

3.2.7 Chart showing To what extent did the training sessions effectively cover relevant topics



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3.2.8 Table showing Do you believe that the availability of learning opportunities influences your decision to stay with the company

Opinion	No. of Respondents	Percentage (%)
Not at all	30	25
Slightly	15	12.5
Moderately	27	22.5
Very Much	28	23.3
Extremely	20	16.7
Total	**120**	**100**

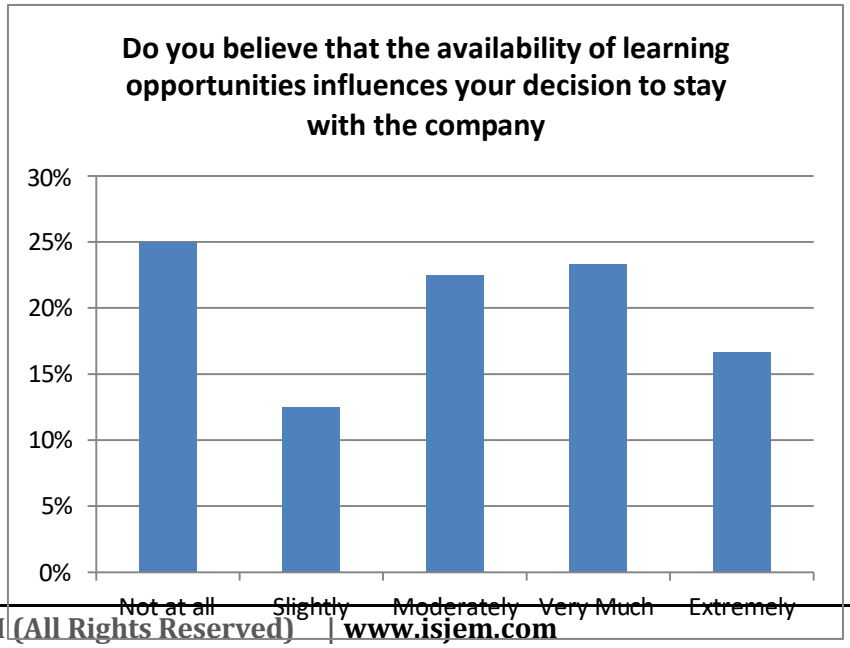
FINDINGS

From the above table It is found that 25% of respondents responded Not at all ,12.5% of respondents responded Slightly, 22.5% of respondents responded Moderately,23.3% of respondents responded Very Much and 16.7% of respondents responded Extremely.

INFERENCE

It is found that 25% of the employees responded not at all.

3.2.8 Chart showing Do you believe that the availability of learning opportunities influences your decision to stay with the company



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3.2.9 Table showing what extent do you feel that your participation in learning activities has contributed to your career progression

Opinion	No. of Respondents	Percentage (%)
Not at all	25	20.8
Slightly	8	6.7
Moderately	37	30.8
Very Much	35	29.2
Extremely	12.5	15
Total	**120**	**100**

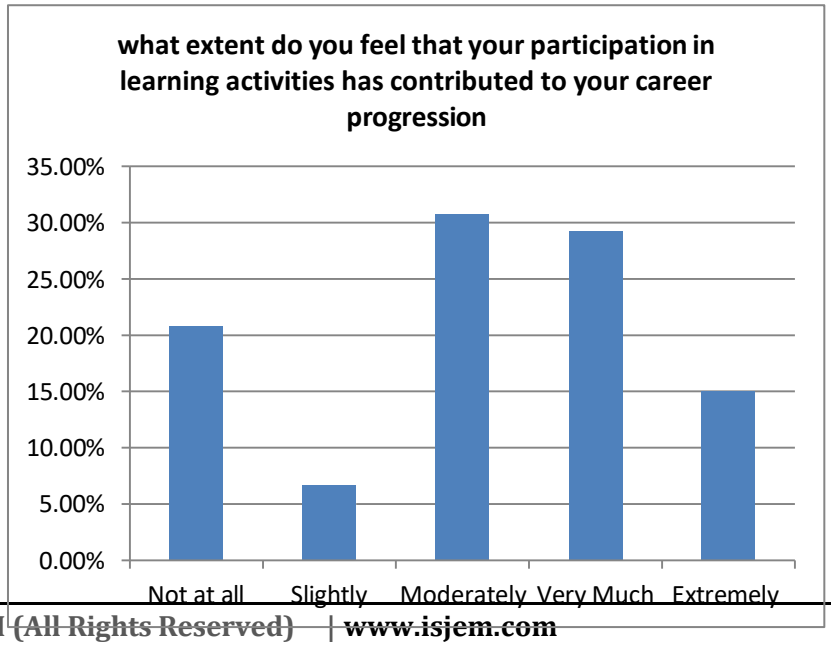
FINDINGS

From the above table It is found that 20.8% of respondents responded Not at all ,6.7% of respondents responded Slightly,30.8% of respondents responded Moderately,29.2% of respondents responded Very Much and 15% of respondents responded Extremely.

INFERENCE

It is found that 30.8% of the employees responded Moderately.

3.2.9 Chart showing what extent do you feel that your participation in learning activities has contributed to your career progression



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3.2.10 Table showing Are the learning and development programs at TVS Clayton aligned with the company's strategic goals

Opinion	No. of Respondents	Percentage (%)
Not at all	23	19.2
Slightly	16	13.3
Moderately	35	29.2
Very Much	25	20.8
Extremely	21	17.5
Total	**120**	**100**

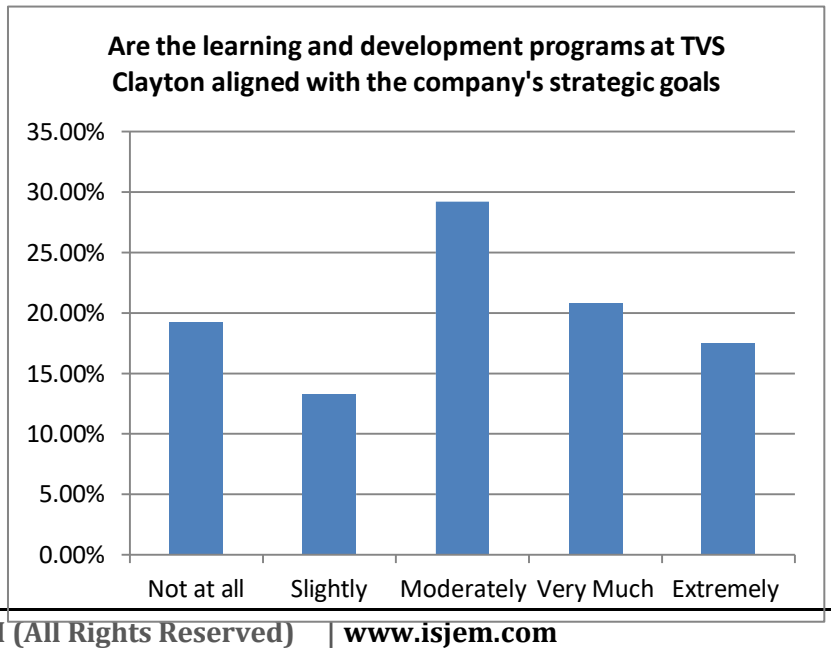
FINDINGS

From the above table It is found that 19.2% of respondents responded Not at all ,13.3% of respondents responded Slightly,29.2% of respondents responded Moderately,20.8% of respondents responded Very Much and 17.5% of respondents responded Extremely

INFERENCE

It is found that 29.2% of the employees responded Moderately.

3.2.10 Chart showing Are the learning and development programs at TVS Clayton aligned with the company's strategic goals



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3.2.31 Normality test

Null Hypothesis(H0): The data follows a normal distribution Alternative Hypothesis(H1): The data doesn't follows normal distribution

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Training Program Evaluation	.118	120	.000	.973	120	.017
Learning culture and engagement	.081	120	.053	.971	120	.010
Impact on employee retention and career progression	.095	120	.009	.982	120	.119
Alignment with Business objective	.097	120	.008	.978	120	.049

Lilliefors Significance Correction

FINDINGS

Since p value < 0.05 for the variable "Training Program Evaluation, learning culture and engagement, Impact on employee retention and career progression and Alignment with Business objective" therefore reject the null hypothesis. Thus, the data significantly deviates from normal distribution.

So, the Null Hypothesis (H_o) is rejected.

INFERENCE

It is inferred that the "Training Program Evaluation, learning culture and engagement, Impact on employee retention and career progression and Alignment with Business objective" none of the dimensions follow Normal Distribution, So, here the NON-PARAMETRIC TEST (U- TEST, H-TEST AND SPEARMAN'S CORRELATION) and CHI SQUARE are applied for those dimensions.

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3.2.32 Mann Whitney U Test

NULL HYPOTHESIS (H_O): There is no significant difference between the mean rank of Male and Female in Training Program Evaluation

ALTERNATIVE HYPOTHESIS (H_1): There is significant difference between the mean rank of Male and Female in Training Program Evaluation.

Ranks

	Gender	N	Mean Rank	Sum of Ranks
Training Program Evaluation	1	69	62.58	4318.00
	2	51	57.69	2942.00
	Total	120		

Test Statistics[a]

	Training Program Evalution
Mann-Whitney U	1616.000
Wilcoxon W	2942.000
Z	-.766
Asymp. Sig. (2-tailed)	.443

a. Grouping Variable: Gender

INFERENCE

Since, p-value (0.443) >0.05. Therefore, the test is failed to reject the Null Hypothesis. Thus, it is inferred that Male is more efficient in Training program evaluation

Hence, there is no significant difference between the mean rank of Female and Male.

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3.2.33 KRUSKAL WALLIS H TEST

Null Hypothesis (H_0): There is no significant difference between the mean rank of respondents Age with respect to Stress Management.

Alternative Hypothesis (H_1): There is significant difference between the mean rank of respondents Age with respect to Stress Management

Ranks

Qualific ation		N	Mean Rank
Impact on employee retention and career progression	1	27	44.87
	2	24	55.62
	3	44	61.98
	4	25	79.46
	Total	120	

Test Statistics[a,b]

	Impact on employee retention and career progression
Chi-Square	13.537
df	3
Asymp. Sig.	.004

a. Kruskal Wallis Test

b. Grouping

Variable: Qualification

INFERENCE:

Since P value (0.004) < 0.05, therefore the test reject the null hypothesis. Thus, there is significant difference between the mean ranks of Qualification with Impact on employee retention and career progression.

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3.2.34 SPEARMAN CORRELATION

Null Hypothesis (H_0): There is no significant relationship among "Training Program Evaluation, learning culture and engagement, Impact on employee retention and career progression and Alignment with Business objective"

Alternative Hypothesis(H_1): There is a significant relationship among "Training Program Evaluation, learning culture and engagement, Impact on employee retention and career progression and Alignment with Business objective"

Correlations

			Training Program Evalution	Learning culture and engagement	Impact on employee retention and career progression	Alignment with Business objective
Spearman's rho	Training Program Evalution	Correlation Coefficient	1.000	.531**	.523**	.381**
		Sig. (2-tailed)	.	.000	.000	.000
		N	120	120	120	120
	Learning culture and engagement	Correlation Coefficient	.531**	1.000	.488**	.466**
		Sig. (2-tailed)	.000	.	.000	.000
		N	120	120	120	120
	Impact on employee retention and career progression	Correlation Coefficient	.523**	.488**	1.000	.567**
		Sig. (2-tailed)	.000	.000	.	.000
		N	120	120	120	120
	Alignment with Business objective	Correlation Coefficient	.381**	.466**	.567**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	120	120	120	120

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**. Correlation is significant at the
0.01 level (2-tailed).

3.3

SUMMARY OF FINDINGS

- 57.5% of the respondents are Male.
- 38.3%of the employees are age of less than 20.
- The majority of respondents having a work experience of less than 1 year year.
- 36.7%of the employees are completed UG.
- 73.3% of the respondents responded yes on whether training materials clear and easy to understand
- 35% of the respondents responded moderately for the training sessions effectively cover relevant topics
- 26.6% of the respondents responded Strongly Disagree, the training improve your job performance
- 26.7%The majority of the respondents responded Disagree, How satisfied were you with the trainer's delivery and presentation style.
- The majority of the respondents responded Average, how would you rate the quality of the training content
- 30% of the respondents responded Strongly discouraged on employees encouraged to share knowledge and skills with colleagues
- 25%of the respondents responded Neutral, rate the support provided by management for your learning and development.
- The majority of the respondents responded Not at all, you feel empowered to take ownership of your own learning and development.
- 38.3% of the respondents responded Occasionaly, you participate in voluntary learning activities outside of mandatory training.
- 25.8%of the respondents responded Strongly Disagree, feel that there are enough opportunities for learning and growth within the organization.
- 25% of the respondents responded Not at all on believe that the availability of learning opportunities influences your decision to stay with the company
- 24.2% of the respondents responded Very dissatisfied , satisfied are you with the career development opportunities provided by the company.

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- The majority of the respondents responded Moderatly, do you feel that your participation in learning activities has contributed to your career progression.
- 24.2% of the respondents responded unlikely, How likely are you to recommend TVS Clayton as a place for career growth to others.
- The majority of the respondents responded yes, Have you observed colleagues leaving the company due to a lack of learning and development opportunities.
- 29.2% of the respondents responded Moderately on Are the learning and development programs at TVS Clayton aligned with the company's strategic goals.
- 27.5%The majority of the respondents respondedModerately, How well do you understand how your learning activities contribute to the company's success.
- 26.7% of the respondents responded Very much, To what extent do you believe that learning initiatives support innovation and agility within the organization.
- 44.2%of the respondents responded occasionaly, Have you received training on new technologies or methodologies introduced by the company to stay competitive in the market

3.4 SUGGESTIONS

Firstly, there's a clear emphasis on refining training materials to ensure universal understanding and relevance, alongside revising sessions to address specific employee feedback. Moreover, personalized coaching and follow-up sessions are proposed to bridge the gap between training and job performance. Additionally, there's a call to invest in trainers' skills and delivery methods to optimize training effectiveness. The overarching aim is to continually review and enhance the quality of training content based on feedback and industry standards.Moving beyond training sessions, there's a concerted effort to cultivate a culture of knowledge sharing and learning. This entails incentivizing such behaviors through recognition programs and increasing management support for employee development via mentorship programs and dedicated resources. Empowering employees to take ownership of their learning journey through self-directed programs is also highlighted, alongside promoting voluntary learning activities and expanding growth opportunities within the organization.Lastly, there's a focus on aligning learning initiatives with business objectives.

This involves regular reviews to ensure alignment, transparent communication about how learning activities contribute to company success, and integration with organizational change efforts to foster innovation and agility. Prioritizing training on emerging technologies and methodologies

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ensures employees remain competitive in the market and aligned with company objectives.

3.5 CONCLUSION

The survey results indicate a mixed picture of the learning culture and engagement at TVS Clayton. While respondents generally find the training materials clear and easy to understand, there are concerns about the relevance and effectiveness of the training sessions in improving job performance. Dissatisfaction with trainer delivery and presentation style, as well as perceived average quality of training content, suggest areas for improvement in delivery and curriculum design. Additionally, employees feel strongly discouraged from sharing knowledge and skills with colleagues, lack empowerment in their learning and development, and perceive limited opportunities for growth within the organization. These findings underscore the need for a comprehensive review and enhancement of learning programs to better align with business objectives, improve employee retention and career progression, and foster a culture of continuous learning and development. Addressing these concerns through targeted interventions, such as refining training content, enhancing management support, and promoting knowledge sharing initiatives, will be critical in cultivating a more robust and engaging learning environment at TVS Clayton. Furthermore, the dissatisfaction expressed regarding career development opportunities and the perceived lack of influence of learning opportunities on retention highlight significant challenges in talent management and organizational growth. It's imperative for TVS Clayton to not only address immediate concerns but also strategically invest in long-term solutions that align learning initiatives with the company's strategic goals. By fostering a deeper understanding among employees of how their learning activities contribute to organizational success, promoting innovation and agility, and ensuring access to training on emerging technologies, TVS Clayton can position itself as a desirable workplace for career growth and development. Proactively addressing these issues will not only enhance employee satisfaction and retention but also drive overall business performance and competitiveness in the market.

