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# A STUDY ON THE INFLUENCE OF TRAINING AND DEVELOPMENT PRACTICES ON EMPLOYEE ENGAGEMENT AND RETENTION IN TEXTILE MANUFACTURING UNITS WITH SPECIAL REFERENCE TO COIMBATORE DISTRICT

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***Abstract:***

Coimbatore district is one of India's leading textile manufacturing hubs, yet the sector continues to struggle with skill gaps, high attrition and uneven employee engagement. Training and development (T&D) is widely regarded as a key human resource practice for building workforce capability and commitment. This study examines the influence of training and development practices on employee engagement and retention intention among employees of textile manufacturing units in Coimbatore district. A descriptive research design was adopted, and primary data were collected from employees through a structured questionnaire covering training needs assessment, training delivery, career development opportunities, employee engagement and intention to stay. Percentage analysis, correlation, multiple regression and one-way ANOVA were used to analyse the data. The findings indicate that training and development practices have a significant positive influence on both employee engagement and retention intention, with career development opportunities emerging as the strongest predictor. The study recommends systematic training needs analysis, structured career pathways and post-training support to help textile units reduce attrition and build a committed workforce.

***Keywords:*** *Training and Development, Employee Engagement, Employee Retention, Textile Industry, Human Resource Management, Coimbatore*

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## I. INTRODUCTION

Human resources are the most important asset of any organisation, and their effective development is central to competitive advantage. In labour-intensive industries such as textiles, where production quality, speed and consistency depend heavily on workforce skills, training and development has a direct bearing on productivity and organisational performance. Coimbatore, often called the Manchester of South India, hosts a dense cluster of spinning mills, weaving units, garment manufacturers and allied machinery firms that together employ a large workforce.

Despite this concentration, many textile units report difficulty in retaining skilled operators and supervisors, who frequently move between units for marginally better pay or working conditions. Training and development practices, when designed around genuine skill needs and linked to career progression, can strengthen employees' sense of engagement and reduce their intention to leave. Understanding this relationship in the local context is the focus of the present study.

## II. REVIEW OF LITERATURE

Prior research in human resource management has consistently associated systematic training with improvements in job performance, job satisfaction and organisational commitment. Studies on employee engagement describe it as a positive, work-related state characterised by vigour, dedication and absorption, and suggest that opportunities for learning and growth are among its main drivers. Research on retention has similarly highlighted that employees who perceive investment in their development are more likely to remain with the organisation, whereas those who see limited growth prospects are more prone to turnover. Much of this literature, however, has been conducted in service sectors, information technology firms or large corporations, and relatively few studies have examined these relationships together in traditional manufacturing clusters such as the textile units of Coimbatore. This study attempts to address that gap.

## III. STATEMENT OF THE PROBLEM

Textile units in Coimbatore face recurring attrition among skilled and semi-skilled employees, increasing recruitment and re-training costs and disrupting production continuity. While many units conduct training programmes, these are often ad hoc, compliance-driven or disconnected from career progression, raising questions about their effectiveness in building engagement and retaining talent. This study therefore examines whether, and to what extent, training and development practices influence engagement and retention among textile employees in the district.

## IV. OBJECTIVES OF THE STUDY

1. To study the demographic profile of employees working in textile manufacturing units in Coimbatore district.

2. To assess employees' perception of the training and development practices followed in their organisations.

3. To analyse the relationship between training and development practices and employee engagement.

4. To examine the influence of training and development practices on employees' intention to stay.

5. To suggest measures for improving the effectiveness of training and development in textile units.

## V. RESEARCH METHODOLOGY

### *A. Research Design*

The study follows a descriptive and analytical research design, describing existing training practices and testing their statistical relationship with engagement and retention intention.

### *B. Sampling*

Respondents were drawn from textile manufacturing units in Coimbatore district using convenience sampling. A sample of 150 employees across operator, supervisor and executive levels is suggested; researchers should adjust this according to the units actually covered.

### *C. Data Collection*

Primary data were gathered through a structured questionnaire with sections on demographic profile, training and development practices (needs assessment, delivery quality, career development, post-training support), employee engagement and retention intention, all measured on a five-point Likert scale. Secondary data were collected from journals, industry reports and company records.

### *D. Statistical Tools*

Percentage analysis, Karl Pearson's correlation, multiple regression and one-way ANOVA were employed using standard statistical software.

### *E. Limitations*

The study is limited to textile manufacturing units in Coimbatore district, uses convenience sampling and relies on self-reported perceptions, so findings may not be generalisable to other industries or regions.

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## VI. DATA ANALYSIS AND INTERPRETATION

Note: The figures below are illustrative placeholders showing the intended table structure. Researchers must replace them with results computed from their own primary data before submission.

***Table 1: Demographic Profile of Respondents***

| Variable | Category | % |
|---|---|---|
| Gender | Male | 58 |
| | Female | 42 |
| Age | Below 30 years | 36 |
| | 30–40 years | 40 |
| | Above 40 years | 24 |
| Designation | Operator | 45 |
| | Supervisor | 35 |
| | Executive | 20 |

***Table 2: Perception of Training and Development Practices***

| Level | No. of Respondents | % |
|---|---|---|
| Low | 28 | 18.7 |
| Moderate | 74 | 49.3 |
| High | 48 | 32.0 |

Interpretation: Nearly half of the respondents rated training practices as moderate, with about one-third rating them high, suggesting that while training exists, there is scope to improve its relevance and follow-through.

***Table 3: Correlation of Training and Development with Engagement and Retention***

| Variables | r | Sig. |
|---|---|---|
| T&D & Engagement | 0.648 | Sig. 1% |
| T&D & Retention Intention | 0.593 | Sig. 1% |

Interpretation: The positive and significant correlations indicate that employees who perceive stronger training and development practices also report higher engagement and a greater intention to stay with their organisation.

***Table 4: Multiple Regression — Predictors of Retention Intention***

| Predictor | Beta | Sig. |
|---|---|---|
| Needs Assessment | 0.14 | 0.048 |
| Training Delivery | 0.21 | 0.012 |
| Career Development | 0.36 | 0.000 |
| Post-Training Support | 0.18 | 0.027 |

Interpretation: All four dimensions of training and development significantly predict retention intention, with career development opportunities carrying the largest standardised coefficient, followed by training delivery quality.

## VII. FINDINGS OF THE STUDY

1. About half of the respondents perceive the training and development practices in their units as moderate in effectiveness.

2. Training and development practices are significantly and positively correlated with employee engagement and retention intention.

3. Career development opportunities are the strongest predictor of employees' intention to stay.

4. Employees at operator level reported lower access to structured career pathways than supervisors and executives.

5. Lack of post-training support and follow-up was cited as a common reason why training did not translate into on-the-job improvement.

## VIII. SUGGESTIONS

1. Units should conduct systematic training needs analysis rather than relying on ad hoc or compliance-driven programmes.

2. Clear career pathways, including skill-based grades and promotion criteria, should be communicated to operator-level employees.

3. Post-training support, such as mentoring and supervisor follow-up, should be built into every programme.

4. Training effectiveness should be evaluated periodically using feedback, performance and retention indicators.

5. Units may partner with local technical institutions and textile bodies to access structured, certified skill programmes.

## IX. CONCLUSION

This study examined how training and development practices influence engagement and retention intention among employees of textile manufacturing units in Coimbatore district. The illustrative analysis suggests that well-designed training, especially when linked to career growth and

supported after delivery, is associated with stronger engagement and a higher intention to stay. For an industry facing persistent attrition, investing in purposeful, career-linked development appears to be a practical retention strategy. Future researchers using genuine primary data are encouraged to extend the study across other manufacturing clusters and to explore additional factors such as compensation and supervisory behaviour.

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[Replace the placeholder entries above with 15–20 verified references from Scopus/UGC-CARE/Google Scholar sources, in IEEE style.]