

**A Study on The Impact of Soft Skills Training on Employability of Management Students,
Mumbai**

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Abstract

In today's competitive employment market, technical knowledge alone is insufficient to ensure employability. Employers increasingly seek candidates equipped with strong soft skills such as communication, teamwork, leadership, adaptability and problem-solving abilities. This study examines the impact of soft skills training on the employability of management students in Mumbai. The research aims to understand whether structured soft skills programs contribute significantly to students' confidence, interview performance, workplace readiness and overall employment opportunities. A descriptive research design was adopted, and primary data was collected through a structured questionnaire distributed to management students. Secondary data was gathered from academic journals, articles and institutional reports. The findings reveal a positive correlation between soft skills training and employability enhancement. Students who underwent systematic training demonstrated improved self-confidence, communication competence, and better placement outcomes. The study concludes that integrating soft skills training into management curriculum is essential for bridging the gap between academic learning and industry expectations.

Keywords: Soft Skills Training, Employability, Management Students, Communication Skills, Workplace Readiness

I. Introduction

The modern corporate environment demands professionals who are not only technically proficient but also emotionally intelligent, adaptable and effective communicators. In metropolitan cities like Mumbai, which is a major commercial hub of India, the competition among management graduates is intense. Organizations expect graduates to possess strong interpersonal skills, leadership qualities, time management abilities and problem-solving capabilities. Soft skills refer to personal attributes and behavioral competencies that influence how individuals interact and perform in professional settings. These include communication skills, teamwork, leadership, adaptability, conflict resolution, and emotional intelligence. Unlike hard skills, which are technical and measurable, soft skills are more personality-driven and transferable across industries. Management students often focus primarily on theoretical and technical knowledge. However, without proper soft skills training, many face challenges during interviews, group discussions, and workplace interactions. Therefore, this study seeks to evaluate how soft skills training programs impact the employability of management students in Mumbai.

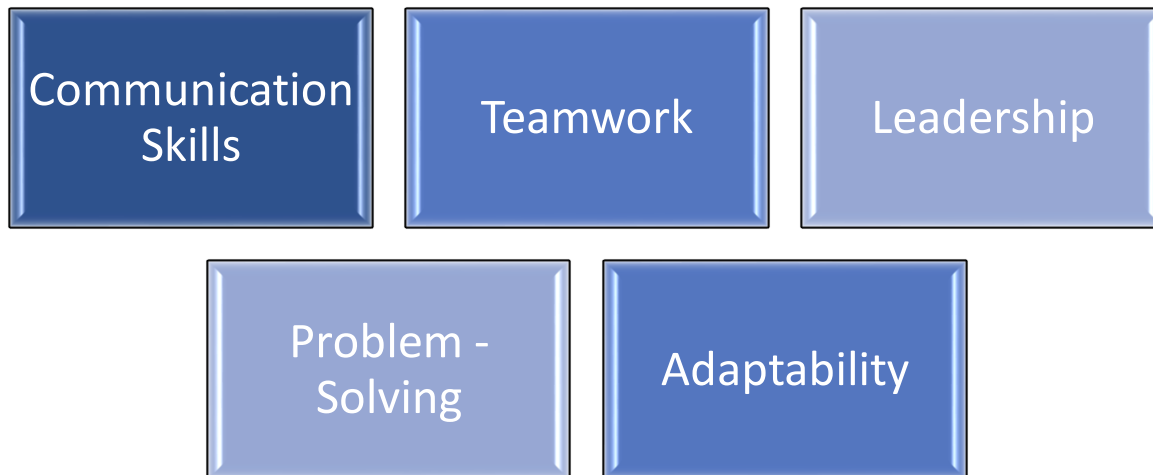


Fig 1.1

Explanation:

Soft skills consist of various interpersonal and behavioral competencies such as communication, teamwork, leadership, problem-solving, and adaptability. These skills play a crucial role in enhancing employability and workplace effectiveness.

II. Research Objectives

1. To examine the importance of soft skills training for management students, Mumbai.
2. To analyze the impact of soft skills training on employability.
3. To assess student's perceptions regarding the effectiveness of soft skills training.

Hypothesis

- **H₀:** Soft skills training has no significant impact on employability.
- **H₁:** Soft skills training has a significant positive impact on employability.

III. Literature Review

Pakhare et al. (2025) studied the impact of soft skills development on the employability of management students. The study found that skills such as communication, leadership, teamwork, and emotional intelligence play a significant role in improving job opportunities. The authors concluded that academic knowledge alone is not sufficient and management institutes should conduct workshops and training programs to enhance student's soft skills and meet industry expectations. **Helen Selvaraj (2025)**, in the *ICTACT Journal on Management Studies*, found that On-the-Job Training (OJT) significantly improved communication, teamwork, problem-solving, and technical skills among postgraduate students in Mumbai. The study reported increased confidence and job readiness after OJT. It also highlighted that practical exposure enhanced student's competitiveness in the job market. However, challenges like limited guidance and workload issues were identified. Overall, the research concludes that OJT plays a vital role in strengthening employability skills. **Chatterjee and Arrawatia (2019)** analyzed the role of employability skills in management education and identified a significant gap between industry expectations and MBA graduate's competencies. The study highlights that employability extends beyond securing a job and includes communication, teamwork, problem-solving, adaptability, and

domain knowledge. Findings from national reports reveal that a small percentage of MBA graduates are employable in core functional areas due to deficiencies in English proficiency, cognitive ability, and conceptual understanding. The authors conclude that management institutions must strengthen soft skills training, industry collaboration, and curriculum reforms to enhance graduate employability. **Geoff Baker (2014)** highlights that universities, especially research-intensive institutions like the University of Nottingham, must actively promote employability by embedding “inside employment” skills into academic structures. He recommends structured initiatives to ensure graduates are job-ready. **J. Santhi (2016)** emphasizes that the rapid growth of MBA graduates in India has led to declining employability quality. The study identifies the need to enhance critical thinking, problem-solving, and practical skills. It suggests redesigning MBA pedagogy to bridge the gap between education and industry needs. Overall, both studies stress skill development as essential for improving graduate employability. **Ponde and Jain (2019)** examined employability skills among management and technology graduates in Mumbai by comparing the perceptions of graduates and employers. The research identified a significant gap between industry expectations and graduates understanding of required skills. Employers emphasized organizing ability, problem-solving, honesty, teamwork, and research skills, whereas graduates prioritized technical and multitasking abilities. The findings highlighted curriculum inadequacy as a major reason for low employability among graduates. The authors recommended curriculum revision and skill-based training programs to align higher education with industry requirements.

IV. Research Methodology

This study adopts a **descriptive research design** to examine the impact of soft skills training on the employability of management students in Mumbai. A structured questionnaire consisting of close ended questions based on a Likert scale was used to collect responses.

V. Objective of the study

1. To examine the importance of soft skills training among management students.
2. To analyze the impact of soft skills training on employability.
3. To assess student’s perceptions regarding soft skills development programs.

VI. Data Collection

- **Primary Data:** Collected through a structured questionnaire using Google Forms from management students.
- **Secondary Data:** Collected from journals, articles, and academic sources.

Sample Size

The study is based on responses from **27 management students**.

Sampling Method

A **convenience sampling method** was used.

Tools for Data Analysis

- Graphical representation (Pie charts & Bar graphs)

VII. Data Analysis and Interpretation

The collected data was analyzed using percentage method and graphical tools.

Out of 27 responses collected:

- HR: 37%
- Finance: 37%
- Marketing: 14.8%
- Operations: 11.1%

2. Specialization

27 responses

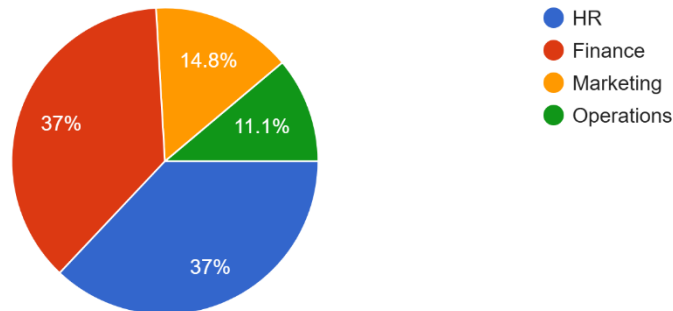


Fig 1.2

Interpretation:

The data indicates that the majority of respondents belong to **Human Resources and Finance specializations**, each contributing 37% of the total sample. Marketing and Operations students form a smaller proportion of the respondents. This shows that the study mainly reflects the perspectives of HR and Finance students, which may influence the overall findings related to soft skills and employability.

1. Awareness of Soft Skills Training

A majority of students responded “Yes” to being aware of soft skills training programs

4. Have you attended soft skills training?

27 responses

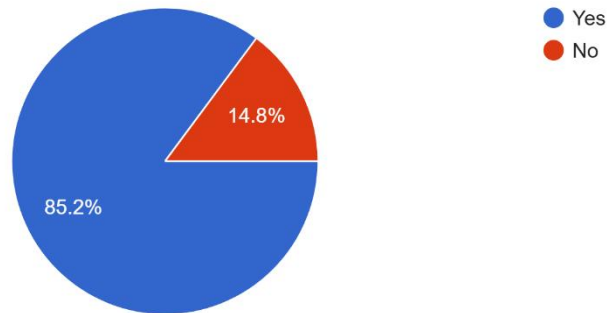


Fig 1.3

Interpretation:

This indicates that awareness about soft skills training is high among management students.

2. Participation in Soft Skills Training

Most respondents reported that they have attended soft skills training programs such as workshops, seminars, and mock interviews.

17. What type of training is most effective?

27 responses

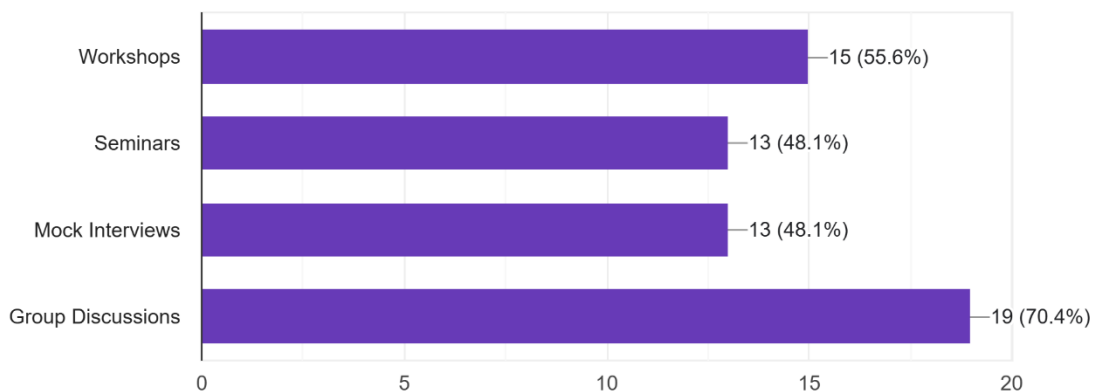


Fig 1.4

Interpretation:

This shows that students are actively engaging in skill development activities.

3. Impact on Communication Skills

A large number of students rated **4 and 5 (Agree/Strongly Agree)** for improvement in communication skills.

6. Which soft skills do you think are most important?

27 responses

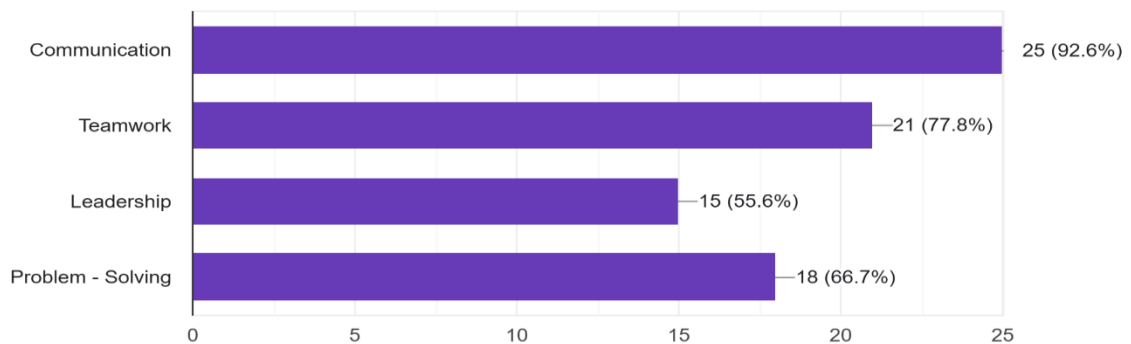
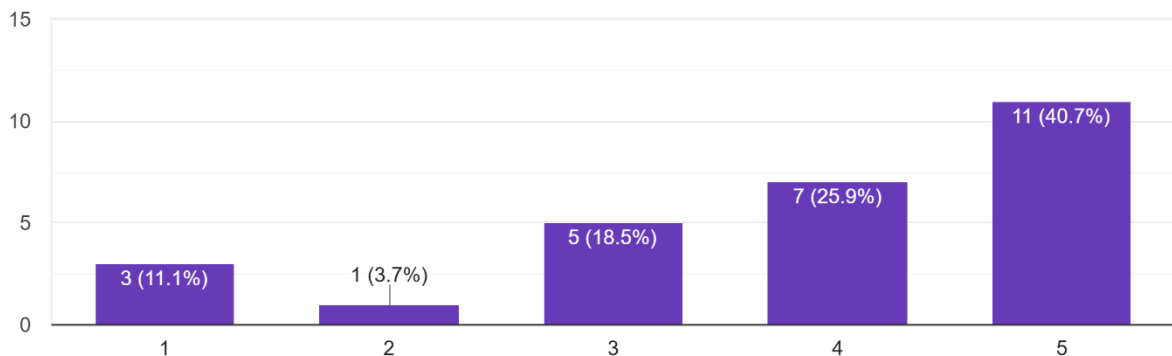


Fig 1.5

7. Soft skills training improved my communication skills.

27 responses



Interpretation:

Soft skills training significantly enhances communication abilities, which are essential for employability.

4. Improvement in Confidence Level

Most students gave high ratings (4–5) indicating increased confidence after training.

8. It increased my self confidence.
27 responses

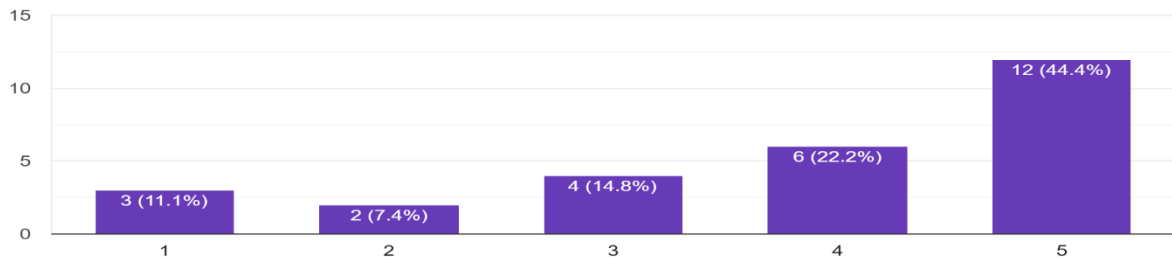


Fig 1.7

Interpretation:

Training programs help students overcome hesitation and improve self-confidence.

5. Interview Preparation

The majority of respondents agreed that soft skills training helped them perform better in interviews.

13. Do you feel more confident in attending interviews after training?

27 responses

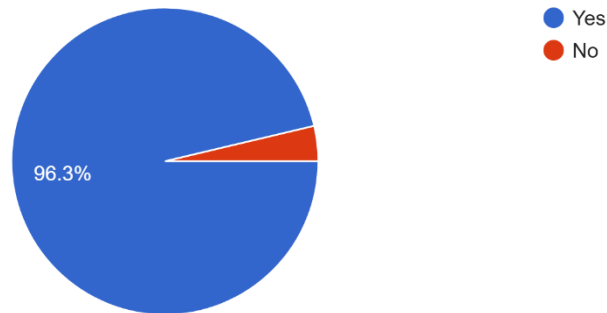


Fig 1.8

9. It helped reduce interview anxiety.

27 responses

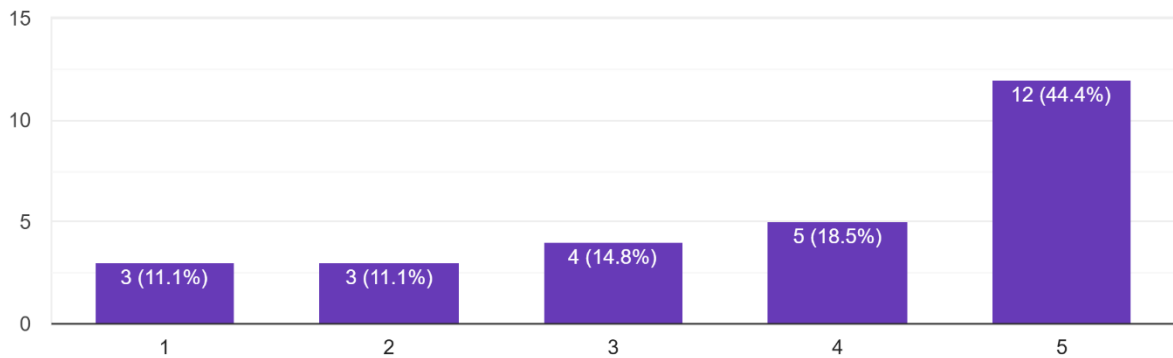


Fig 1.9

Interpretation:

Mock interviews and training sessions contribute to better interview readiness.

6. Teamwork and Leadership Skills

Students rated positively regarding improvement in teamwork and leadership skills.

10. It improved my teamwork abilities.
27 responses

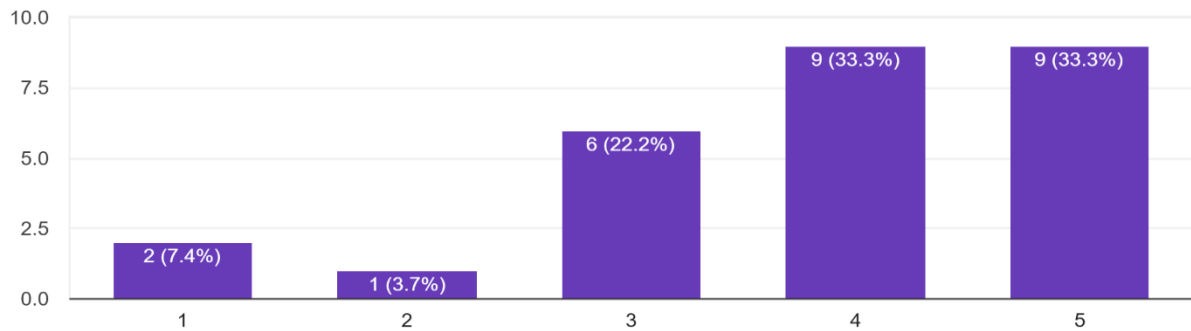


Fig 1.10

Interpretation:

Group discussions and team activities play a vital role in developing interpersonal skills.

7. Employability Enhancement

Most respondents believe that soft skills training increases their chances of getting a job.

5. Are soft skills important for employability?
27 responses

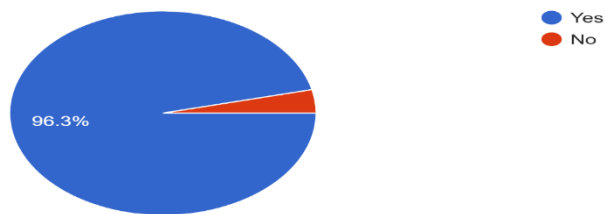


Fig 1.11

Interpretation:

There is a strong positive relationship between soft skills training and employability.

Discussion and Findings

The analysis of primary data reveals several important findings:

1. A majority of students are aware of and have participated in soft skills training programs.
2. Soft skills training significantly improves **communication skills**, which is a key requirement for employers.
3. Students reported increased **confidence levels**, helping them perform better in interviews.
4. Training programs enhance **teamwork, leadership, and problem-solving skills**.
5. Most respondents believe that soft skills training directly improves their **employability prospects**.
6. Continuous and structured training programs are more effective than one-time sessions.

These findings support the idea that soft skills are essential for bridging the gap between academic knowledge and industry expectations.

VIII. Conclusion

The study concludes that soft skills training has a significant and positive impact on the employability of management students in Mumbai. In the current competitive job market, technical knowledge alone is insufficient to secure employment opportunities.

Soft skills such as communication, teamwork, leadership, adaptability, and problem-solving play a vital role in shaping students into industry-ready professionals. The findings clearly indicate that students who undergo structured soft skills training demonstrate higher confidence, improved interview performance, and enhanced workplace readiness.

Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted, confirming that soft skills training significantly contributes to employability. It is recommended that educational institutions integrate continuous and structured soft skills training into their curriculum to bridge the gap between academic learning and industry expectations.

IX. Limitations of the Study

1. The study is limited to a small sample size of **27 respondents**.
2. The research is confined to management students in Mumbai only.

3. The use of convenience sampling may lead to bias.
4. Responses are based on personal opinions and may not be completely objective.
5. Time constraints limited detailed statistical analysis.

X. Scope for Future Research

1. Future studies can include a larger sample size across different cities.
2. Comparative studies across specializations like HR, Finance, and Marketing can be conducted.
3. Long-term studies can analyze the impact of soft skills on career growth.
4. Research can include employer perspectives to understand industry expectations.
5. Advanced statistical tools can be used for deeper analysis.

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