



A Study on Effectiveness of Training and Development in Employees' Performance at Ennovi Mobility Solutions Pvt. Ltd.

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ABSTRACT

Training and development programs play a pivotal role in enhancing employee performance, productivity, and organizational effectiveness. This paper presents a comprehensive review aimed at evaluating the effectiveness of various training and development interventions across diverse organizational contexts. Drawing upon existing literature, the study examines the impact of training and development initiatives on employee skill acquisition, knowledge enhancement, job satisfaction, and overall organizational performance. Additionally, it explores the key determinants influencing the success of these programs, including training design, delivery methods, organizational culture, and employee motivation. Furthermore, the review discusses emerging trends in training and development practices, such as e-learning, virtual reality simulations, and personalized learning approaches, and their implications for fostering continuous employee development in the digital age. By synthesizing empirical evidence and theoretical frameworks, this study provides valuable insights for practitioners and policymakers to design and implement effective training and development strategies tailored to meet the evolving needs of modern organizations.

INTRODUCTION

In today's dynamic and competitive business environment, organizations are constantly seeking ways to maintain a competitive edge and adapt to changing market demands. One of the key strategies employed by successful organizations is investing in the training and development of their workforce. Training and development programs are integral components of human resource management aimed at enhancing employee skills, knowledge, and capabilities to meet organizational goals and objectives. However, the effectiveness of these programs is a subject of considerable debate and scrutiny within the realm of organizational research and practice. This introduction delves into the multifaceted landscape of training and development effectiveness, exploring the factors that influence its success and its impact on organizational performance. By examining the latest research findings and industry best practices, this discussion aims to provide insights into how organizations can design, implement, and evaluate training and development initiatives to maximize their benefits. First and foremost, it is essential to define the terms "training" and "development" to establish a foundational understanding. Training typically refers to the process of imparting specific skills and knowledge to employees to improve their performance in their current roles. On the other hand, development encompasses a broader scope, focusing on nurturing employees' potential and preparing them for future responsibilities within the organization. Both training and development play crucial roles in building a skilled and adaptable workforce capable of driving organizational success. The effectiveness of training and development programs can be evaluated through various lenses, including individual, organizational, and societal perspectives. At the individual level, the impact of training and development is reflected in improved job performance, increased job satisfaction, and enhanced career prospects for employees. From an organizational standpoint, effective training and development initiatives contribute to higher levels of productivity, innovation, and employee engagement, ultimately leading to improved organizational performance and competitiveness. Moreover, investments in employee development can have broader societal implications, such as reducing unemployment rates, narrowing skill gaps, and fostering economic growth.

However, realizing the full potential of training and development programs requires careful planning, execution, and evaluation. Several factors influence the effectiveness of these initiatives, including the alignment with organizational goals, the relevance of content to job roles, the quality of instructional design, the availability of resources, and the support of organizational leadership. Moreover, the learning environment, including factors such as organizational culture, supervisor support, and peer interactions, significantly impacts the transfer of knowledge and skills from training programs to the workplace.

In recent years, advancements in technology have transformed the landscape of training and development, offering innovative solutions such as e-learning platforms, virtual reality simulations, and mobile learning applications.

Despite the potential benefits, challenges persist in ensuring the effectiveness of training and development initiatives. Limited resources, time constraints, resistance to change, and the rapid pace of technological advancements pose hurdles for organizations seeking to design and implement impactful training

programs. Moreover, the effectiveness of training and development efforts may vary across different industries, organizational cultures, and employee demographics, underscoring the need for tailored approaches and ongoing evaluation.

In conclusion, training and development play a pivotal role in enhancing organizational performance by equipping employees with the skills, knowledge, and capabilities needed to thrive in today's complex business landscape. By understanding the factors that influence the effectiveness of these initiatives and leveraging innovative approaches and technologies, organizations can optimize their investment in training and development to achieve sustainable competitive advantage and foster long-term success.

NEED FOR THE STUDY

- 1 The need to study the effectiveness of training and development programs stems from the ever-evolving landscape of modern business environments. In an era characterized by rapid technological advancements and fierce competition, organizations recognize the imperative of investing in their majority valuable asset: their employees. Understanding the impact of training initiatives on employee performance is paramount for fostering a culture of continuous learning and development.
- 2 Primary among the objectives is the enhancement of employee performance. By evaluating the effectiveness of training programs, organizations can identify areas of strength and weakness in skill development, thus optimizing productivity and efficiency. Moreover, assessing the competency levels of employees in key skill areas through targeted training sessions enables organizations to bridge skill gaps and promote professional growth.
- 3 Furthermore, the application of learned knowledge in real-world scenarios is a critical aspect of training effectiveness. By examining post-training assessments, organizations can gauge the practical application of acquired skills and knowledge, ensuring that training initiatives translate into tangible results within the workplace.
- 4 Quality improvement is another key driver necessitating the study of training effectiveness. Through comprehensive skills training and quality assurance initiatives, organizations aim to reduce defects and rework rates, thereby enhancing operational efficiency and customer satisfaction. Aligning training programs with organizational values and goals reinforces cultural norms and behaviours conducive to success, fostering a positive work environment and strengthening employee engagement.
- 5 In essence, the need to study the effectiveness of training and development programs lies in the quest for organizational excellence and competitiveness. By addressing these objectives, organizations can empower their workforce, drive innovation, and achieve sustainable growth in an ever-changing business landscape.

OBJECTIVE OF THE STUDY

Primary objective

- The primary objective of research to find the effectiveness of training and development employees' performance

Secondary objectives

To identify the competency level of employees in key skill areas by conducting targeted training sessions and workshops.

To analyse the offering opportunities for growth, learning, and career development.

To examine post training assessments to measure the application of learned knowledge in real world scenarios and identify areas for improvement.

To study about quality standards by reducing defects and rework rates by comprehensive skills training and training and quality assurance initiatives.

To analyse training programs with organizational values and values goals to reinforce cultural norms and behaviours that success.

SCOPE OF THE STUDY

The scope of study for investigating the effectiveness of training and development encompasses diverse facets including the objectives of such programs, the methodologies employed, and their impact on employee learning outcomes and organizational performance. It involves analysing the cost-benefit ratio of training initiatives, assessing different delivery platforms, and identifying training needs within the organization. Furthermore, it explores the influence of training on employee engagement, motivation, and long-term skill retention, while also considering comparative analyses, cross-cultural implications, and ethical and legal considerations. By delving into these dimensions, researchers aim to provide comprehensive insights into the efficacy of training and development efforts, offering guidance for optimizing their design and implementation to foster individual and organizational growth.

LIMITATION OF THE STUDY

A Study on The Effectiveness of Training and development, There Are Several Limitations That Researchers Commonly Encounter of These Limitations Include:

- **Measurement challenges:** Defining and quantifying the effectiveness of training in terms of tangible outcomes like productivity or profitability may be complex, as these factors can be influenced by numerous variables beyond training alone.
- **Time constraints:** Long-term effects of training may not be immediately observable, requiring longitudinal studies that are time-consuming and costly to conduct.
- **Sample representativeness:** Studies may suffer from sample bias, as participants self-select or are selected based on availability, potentially skewing results and limiting the generalizability of findings.
- **External validity:** Findings from controlled studies may not always translate effectively to real-world organizational settings due to differences in context, culture, and other contextual factors.

REVIEW OF LITERATURE

IAEME Publication (2020) Current training strategy is only 2, reflecting the institution's apathy for training and growth. If the employees' evidence is to be believed, then there is a lack of a consistent training and development program. One of the main differentiators for companies, particularly the manufacturing industries, is training and growth. The manufacturing industry training and development system in Pune needs a comprehensive overhaul. There is a lack of a systemic approach to the current training and development programmes, particularly with regard to the design and planning approach. For example, there was no fixed training and development schedule and, moreover, no such schedule was disseminated or displayed. The average number of training programs its founding the organization's for manufacturing sectors

(Goldberg, J., 2019) One scholar states that development and growth are usually the objectives and goals of organizations. During a constantly changing environment, organizations realize that they must adopt a new strategy to empower their competitive advantage to survive. Thus they focus on their employee's performance as a significant resource to improve competitiveness.

Ananthalakshmi Mahadevan et al. (2019) Studied the impact of training methods on employee performance in a direct selling organization in Malaysia. Researchers claimed that building a skilful and knowledgeable workforce is one of the vital activities in an organization to ensure a high level of competency with a proficient team in order to sustain and grow in a dynamic business environment. The objective behind this study was to examine the impact of on-the-job and off-the-job training on employee performance. The result showed that both on-the-job and off-the-job training achieved a standard coefficient beta value of 0.370 and 0.546 respectively with a significant value of 0.000. Based on the beta value reading researcher its found that off-the-job training has a higher impact compared to on-the-job training on employee performance.

Sumaiya Shafiq et al. (2017) Discussed the effect of training and development on employee performance in a private company, Malaysia. Researchers stated that the employees are a major asset of the organization, they have a role to play towards an organization's success. So it is mandatory to take care of their learning to increase employee performance. The objective was to investigate the effect of on-the-job training, off-the-job training, job enrichment, and job rotation on employee performance in private companies. The study concluded that only job enrichment is the independent variable that has a significant positive impact on the dependent variable (employee performance) while the other independent variables are its found to be insignificant drivers in influencing employee performance.

Sartori et al. (2018) find that the achievement of any business innovation needs appropriate capabilities. More than highly qualified members in the firm may be necessary for creation that seeks to stand up in the rapidly changing environment. Other factors, such as cooperation and coordination among people and training practices that enable the employees to upgrade and strengthen their respective and proficient attributes, are a must so that both the administrators and the working staff will be creative.

Bharthvajan R, (2018) "Training can help the individual to enhance the effectiveness and efficiency of the employees in the organization by updating his or her formal knowledge by generating abilities which are relevant to his or her job. Training helps the management and individual in managing suitable behaviour and attitude".

Tarun Singh (2017) Stated that training and development is the best possible utilization for employee's capabilities. Training is equipping the employees with the required skills to perform and development is the growth of employees at every level of management. This attempt was made to study the impact of training and development programs on employees' efficiency at Bharat Heavy Electricals Ltd. (BHEL). The study revealed that employees are highly satisfied with BHEL. For 20 items average mean score and percentage score were computed 3.62 (65.5%). Employees do not want to change their job because they pay salary is satisfactory. Seniors interact nicely with subordinates and the working environment is also good. but there is some need for implementation in its training programs, reward system, policy, and other important issues.

Rajni Saini (2017) Training is an essential activity in all professions. It plays a very important role in the effectiveness and efficiency of the human resource. The main aim of this study is to examine the role of training and the factors affecting training effectiveness. Training is an organised procedure by which people learn to perform their duties with more competency. The objective of the training is to achieve perfection in their work. This paper deals

with different aspects of training and factors affecting the training effectiveness. Training is required for managers to enable them work towards taking the organisation to its expected skilfulness. This research paper also determines importance of training effectiveness in the ever changing business scenario.

Hidayat,(2018) Scholars state that managerial competencies and adequate decision-making rely heavily on proper training. It is also a key component in leadership development, constituting a principal factor in an organization's success. Training plans are the management instruments to enable employees to improve their convenience and wellbeing at work. Furthermore, exceptional methods embedded in a planned learning module must reflect an organization's culture and shift from single-task handling to understanding professional competence, innovation, and emergent situation-solving. Employee development programs include a variety of teaching techniques, schedules, and helping learning environments that ensure employees improve their skills and later apply them to their jobs to improve organizations' performance .

(Riaracháin & O'riordan, 2017) HR practices are essential power that influences and directs human resources and the engagement of the staff . Training is a quick response to increased job performance, while development is an extensive course to improve managerial performance.

HRM training intends to boost the needed competencies, while development aims to strengthen the overall character of the employees. Managers proceed with the training procedure to cover employees' skills shortage, whereas they conduct the development procedure with a potential succession plan in mind. Training and development activities are highly needed to train newcomers to the organizations, but at the same time, they must follow the latest trends and innovations.

According to Kadiresan et al. (2017), "development is setting up and making employees ready for potential vacancies and issues." Moreover, when organizations communicate with employees about their skills gap, they decide whom to train, which areas they need training, and when to do it; only training can be introduced appropriately. Hence, training becomes a joint action between an expert and an employee leading to the efficient transfer of information, know-how, skills, and attitudes, consequently allowing an efficient output from the employee on the job. Training activities are focused on and evaluated against an individual's recent work

(Lerner, 2018) Training and development programs will convince the employees that their managers care, and they will be pleased, reassured, and committed to further enhancing organizations in achieving organizational goals and objectives.

Abdul Ghafoor Khan et al.,(2016)The organization will be the ultimate beneficiary knowing that the training and development are being directly invested in the staff); moreover, human resources as an asset contribute to the firm performance and growth. Hence, to increase both firm and staff performance, training and development are implemented to improve staff performance. At a global level, different organizations provide training and development programs to their employees to improve their skills and abilities. These programs will help employees match their talents with the new requirements of their occupation and guarantee the firm's development and progress.

Bartel, (2017) he researches defines training and development as the main contributing factors to business efficiencies and effectiveness. The increase in Employees and corporate competitiveness compensate for the high expenditure on training and development programs .

Shaumiya safiq (2017) The researcher attempts to clarify that the worker is the main assets in the organisation, they are the main heir to an organisational achievement. The organisations success cannot be underestimated by the organizations. The paper aims to explore the effect on employee performance and the difficulties of training and growth. Based on the empirical literature, the questionnaire was created. The study involved the convenience sampling method for choosing the participants. The independent variable used in work training, off-work training, job enrichment and job rotation. Employee difficulties are the dependent variable used in this studies. The researcher was accepted using a questionnaire on the Likert scale, including 25 issues, and 105 staff at the Malaysian Private Company are the amount of participants. The output demonstrates that all independent variables have an unexpected effect on the performance of employees except for job enrichment that is reported to have a substantial effect on the dependent variable.

RESEARCH METHODOLOGY

Research Design:

A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It Is Concerned With Decision Regarding What, Where, When, How Much, By What Means Covering And Inquiring For A Research Study Constitutes A Research Design. Research Design Is Needed Because It Facilitates The Smooth Sailing Of Research Operation, Thereby Making Research As Efficient As Possible, Yielding And Majority Information With Minimal Expenditure Of Effort, Time, And Money. I have used a descriptive research design, which is Descriptive research studies are those studies that are concerned with the delivery of the characteristics of a particular individual group. A descriptive design study is concerned with specific prediction with the narration of facts and characteristics concerning individuals, groups, or situations.

Research type (Descriptive Research):

Descriptive research is a type of research design that aims to describe the characteristics, behaviours, or conditions of a particular phenomenon or group of people without manipulating variables or establishing causal relationships. Instead, it focuses on providing a detailed snapshot or summary of what exists at a given point in time.

Descriptive research often involves methods such as surveys, observational studies, content analysis, and archival research. It can be used in various fields including psychology, sociology, education, marketing, and economics to gather information about demographics, attitudes, behaviours, and other relevant factors.

Data Collection:

The task of data collection begins after a research problem has been defined and research design has been chalked out. While deciding about the method of data collection to be used for the study, two types of data were identified: primary data and secondary data.

Primary Data:

Primary data was collected from respondents through a well-structured questionnaire.

Secondary Data:

Secondary data was used in the introduction part of the company profile and was collected from the website for the review of literature through various journals.

SAMPLE TECHNIQUES

The process of drawing a sample from a larger population is called sampling. The sampling technique used is convenience sampling, also known as purposive sampling.

CONVENIENCE SAMPLING:

Convenience sampling is a non-probabilistic method used in research, where researchers select participants based on their ease of access or availability. This method is quick and cost-effective and also gathers information from known sources only.

SAMPLE SIZE:

The total population is 300 Sampling size is 169 determinations with reference to Morgan's Table.

STATISTICAL TESTS USED**Normality test:**

A normality test is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance). It is generally performed to verify whether the data involved in the research have a normal distribution.

Mann-Whitney U Test:

The Mann-Whitney U test, a non-parametric statistical test, compares the distributions of two independent groups to determine if they significantly differ from each other. It assesses whether one group's values tend to be higher or lower than the others. It's particularly useful when the data don't meet the assumptions of normality required by parametric tests. The test calculates a U statistic based on the ranks of the data and evaluates its significance to determine if there's a statistically significant difference between the two groups. The test is widely applied in various fields to compare outcomes, scores, or measurements between two distinct groups.

Correlation:

A correlation is a statistical measure that describes the extent to which two variables change together. It quantifies the relationship between two sets of data.

Kruskal-Wallis H test:

The Kruskal-Wallis H test refers to a method of matching the medians of more than two groups to ascertain whether the samples have the same group source as an origin or not. It applies to the distribution of a less or non-parametric population for contrasting more than two distinct and equal-sized data samples. This test examines the null hypothesis, which claims that 'k' samples from the same population had identical median values. It indicates the stochastic dominance of one sample of the variable over the other.

CHI-SQUARE TEST

A chi-squared test is a statistical hypothesis test used in the analysis of contingency tables when the sample sizes are large. In simpler terms, this test is primarily used to examine whether two categorical variables are independent in influencing the test statistic (values within the table).

Correlation

CONCLUSION

There is moderate relationship between employee motivation level & examine the post training assessment's ($r=0.46$)

There exists a Weak relationship between training programs with organizational values and goals to reinforce cultural norms & Competency level of employees in key skill areas by conducting training ($r = -.018$)

There exists a Weak relationship between Competency level of employees in key skill areas by conducting training & examine the post training assessment's ($r = .14$)

There exists a moderate relationship Improving quality standards by reducing defects by quality assurance initiative's & examine the post training assessment's ($r = .43$)

MANN WHITNEY U TEST HYPOTHESIS:

Null Hypothesis H0: There is no significance difference between the mean rank of men and women with respect to those 5 dimensions.

Alternative Hypothesis H1: There is significance difference between the mean rank of men and women with respect to those 5 dimensions.

Ranks

Gender		N	Mean Rank	Sum of Ranks
The training sessions and adequately cover the key skill areas relevant to your job	1	86	86.84	7468.50
	2	83	83.09	6896.50
	Total	169		
Post training assessments helpful in measuring the practical application of knowledge gained during training	1	86	84.70	7284.50
	2	83	85.31	7080.50
	Total	169		
Are you satisfying with the effectiveness of the quality assurance initiatives takes in place	1	86	91.42	7862.00
	2	83	78.35	6503.00
	Total	169		
Do you think that our training programs contribute to a positive organizational structure	1	86	88.74	7631.50
	2	83	81.13	6733.50
	Total	169		
Participation of any targeted training	1	86	80.82	6950.50
	2	83	89.33	7414.50
	Total	169		

Test Statistics

	The training sessions and adequately cover the key skill areas relevant to your job	Post training assessments helpful in measuring the practical application of knowledge gained during training	Are you satisfying with the effectiveness of the quality assurance initiatives takes in place	Do you think that our training programs contribute to a positive organizational structure	Participation of any targeted training
Mann-Whitney U	3410.500	3543.500	3017.000	3247.500	3209.500
Wilcoxon W	6896.500	7284.500	6503.000	6733.500	6950.500
Z	-.546	-.115	-1.880	-1.735	-1.182

Asymp. Sig. (2-tailed)	.585	.908	.060	.083	.237
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a. Grouping Variable: Gender

CONCLUSION

Since, The p-values for the comparisons range from 0.060 to 0.908 and the value is greater than

0.05 for all dimensions. The mean rank of men are more Deviated than women for dimensions of training sessions and adequately cover the key skill areas relevant to your job and Participation of any targeted training. The mean rank of women is more Deviated than men for dimensions of Do you think that our training programs contribute to a positive organizational structure and Participation of any targeted training. Hence Accept Null Hypothesis H₀. There is no significance difference between mean rank of men and women with respect to those 5 dimensions

KRUSKAL WALLIS H TEST HYPOTHESIS:

Null Hypothesis H₀: There is no significance difference between the mean ranks of respondent age with respect to the dimensions.

Alternative Hypothesis H₁: There is significance difference between the mean ranks of respondent age with respect to the dimensions.

3.2.34 Table shows Kruskal Wallis H test relationship between mean rank of age and factors (H-TEST)

Ranks

Gender	N	Mean Rank	Sum of Ranks
The training sessions and adequately cover the key skill areas relevant to your job	1		
	86	86.84	7468.50
	2	83.09	6896.50
Total	169		
Post training assessments helpful in measuring the practical application of knowledge gained during training	1		
	86	84.70	7284.50
	2	85.31	7080.50
Total	169		
Are you satisfying with the effectiveness of the quality assurance initiatives takes in place	1		
	86	91.42	7862.00
	2	78.35	6503.00
Total	169		
Do you think that our training programs contribute to a positive organizational structure	1		
	86	88.74	7631.50
	2	81.13	6733.50
Total	169		
Participation of any targeted training	1		
	86	80.82	6950.50
	2	89.33	7414.50

Total	169		
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CONCLUSION

Since, p value is less than 0.05 for dimensions of four

Hence accept Alternative Hypothesis H1. There is significance difference between mean ranks of respondent age with respect to those 5 dimensions.

CHI-SQUARE TEST

The chi-square test that tests for significant difference between the observed distribution of data among categories and the expected distribution based on the null hypothesis.

Hypothesis:

H0: There is no significant difference between experience and satisfaction with the procedures for training

H1: There is significant difference between experience and satisfaction with the procedures for training

3.2.34 Table shows significant difference between experience and satisfaction with procedures of training initiatives .

Cross tabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Experience * Satisfaction	169	100.0%	0	.0%	169	100.0%

Experience * Satisfaction

Count							
		Satisfaction with the training initiatives taken by the company					
		1	2	3	4	5	Total
Experience with the	1	36	15	6	5	3	65
Organisation	2	23	13	7	2	2	47
	3	9	4	6	2	0	21
	4	7	7	8	4	2	28
	5	0	2	3	2	1	8
Total		75	41	30	15	8	169

Chi-Square Tests

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	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.184a	16	.109
Likelihood Ratio	26.678	16	.045
Linear-by-Linear Association	13.299	1	.000
N of Valid Cases	169		

CONCLUSION

From the above table it is inferred that value shown in significant 2 tailed is 0.109 more than 0.05, which means the value of chi square is greater than 0.05, hence we accept null hypothesis that there is no significant difference between the two variable Experience and Satisfaction in training activities.

SUMMARY OF FINDINGS

The effectiveness of training and development consistently demonstrates its positive impact across various domains. It leads to enhanced employee performance, engagement, and job satisfaction while reducing turnover rates. These programs facilitate skills development and knowledge acquisition, aligning employees' capabilities with organizational goals. Moreover, they foster innovation, adaptability, and a continuous learning culture, ultimately contributing to improved bottom-line results. Tailoring approaches to individual needs and implementing robust

SUGGESTIONS

- 1 14 % of respondents belongs to not attended the targeted training session so made them to attend the training program and Set clear objectives and goals for each training program, Foster active engagement and participation during training sessions
- 2 13 % of respondents are belongs to dissatisfied receiving adequate support and resources to apply skill learners in training for their job tasks so, Ensure managerial support and reinforcement of learned skills and Provide diverse learning opportunities beyond traditional methods
- 3 19 % of respondents are belongs to not aware about Training and development programs offered by the company adequately support your career advancement goals made them to aware and Cultivate a culture of continuous learning throughout the organization, Be flexible in design and delivery to accommodate diverse needs .
- 4 21% not accept the post training assessment helpful to measure the practical application of knowledge gained during training so , Monitor and adjust training initiatives based on feedback and results and Recognize and reward employees for their commitment to development Stay updated with industry trends and best practices and Collaborate with external experts for enhanced program content

CONCLUSION

The effectiveness of training and development programs lies in their ability to address organizational needs, engage participants actively, and foster a culture of continuous learning. By setting clear objectives, providing diverse learning opportunities, and incorporating feedback mechanisms, organizations can optimize the impact of these initiatives. Managerial support, personalized approaches, and recognition of employee efforts further enhance outcomes. Staying updated with industry trends and collaborating with external experts ensure program relevance and enrichment. Ultimately, by embracing these strategies and maintaining a commitment to ongoing evaluation and adaptation, organizations can maximize the effectiveness of their training and development efforts, driving positive results and sustainable growth.

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