



A Study on the Effectiveness of Training and Development Programs on Employee's Performance at Anand Industries

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ABSTRACT

Training and development play a crucial role in enhancing employee performance, particularly in the manufacturing sector, where skill proficiency directly impacts productivity. This study examines the effectiveness of training and development programs at Anand Industries, a leading aluminum extrusion die manufacturer. The research aims to assess how these programs influence employee skill enhancement, job performance, and motivation. A quantitative research approach was employed, using structured questionnaires to collect primary data from employees. The findings indicate a positive correlation between structured training programs and improved employee productivity and engagement. However, challenges such as budget constraints, inadequate training resources, and lack of employee participation were identified as barriers. The study concludes that continuous investment in employee development fosters long-term organizational growth and competitiveness. The research provides practical recommendations to enhance training strategies, ensuring alignment with employee needs and business goals.

Keywords: Training and development, Employee performance, Workforce productivity, Skill enhancement, Employee motivation, Organizational growth, Training effectiveness, Manufacturing sector.

INTRODUCTION

In today's fast-changing business environment, organizations must prioritize continuous learning and skill development to maintain a competitive edge. Effective training programs enhance employee productivity, engagement, and job satisfaction, leading to overall organizational growth. The manufacturing sector, in particular, relies heavily on technical expertise and precision, making structured training initiatives essential. This research explores the impact of training and development on employee performance at Anand Industries, assessing its effectiveness and identifying areas for improvement.

Background

In the modern business environment, organizations must focus on enhancing employee capabilities to remain competitive. Training and development programs are essential in equipping employees with the necessary knowledge and skills to perform their duties efficiently. These programs are particularly significant in the manufacturing sector, where technical expertise and precision are crucial for ensuring quality and productivity.

Anand Industries, a well-established manufacturer of aluminum extrusion dies, operates in a sector where continuous learning and skill enhancement directly affect operational success. As manufacturing processes evolve with advancements in technology and automation, employees must adapt to new techniques and industry standards. Training programs provide an opportunity to upgrade skills, improve performance, and increase overall job satisfaction.

Despite the recognized importance of training, many companies face challenges in measuring its true impact on employee performance. Issues such as budget constraints, ineffective training modules, and limited employee engagement can hinder the success of these programs. Understanding the direct influence of training initiatives on workforce productivity, motivation, and retention is crucial for businesses aiming to optimize their human capital investment.

Problem Statement

Many organizations allocate substantial resources for training, yet the effectiveness of these programs is often uncertain. There is a lack of clear metrics to determine whether training efforts lead to measurable improvements in employee productivity and job satisfaction. This issue is particularly relevant in the manufacturing sector, where hands-on skills and technical expertise are fundamental to operational efficiency.

At Anand Industries, training sessions are regularly conducted, but there is limited analysis of their actual impact on employee skill development and performance. Without proper assessment, it is challenging to determine whether training initiatives align with business objectives and contribute to

workforce improvement. Identifying factors that influence the effectiveness of training—such as content quality, delivery methods, and organizational support—is necessary to enhance future training programs.

This study seeks to bridge the existing research gap by evaluating the impact of training and development initiatives at Anand Industries and providing recommendations for improvement.

Objectives of the Study

The primary objectives of this research are:

1. To understand the perception of employees towards training and development activities carried out in the organization.
2. To study the effectiveness of training in the organization.
3. To study the factors leading to success or otherwise of training in the organization.
4. To analyze whether the employees are satisfied with their current training methods.
5. To explore the relationship between Training and employee's performance.

Hypothesis

- H1: There is a significant relationship between training and employee performance.
- Null Hypothesis (H₀): Training has no significant impact on employee performance.
- Alternative Hypothesis (H₁): Training positively impacts employee performance. H2: There is a direct link between training and employee motivation.
- H₀: Training does not impact employee motivation.
- H₁: Employees who undergo training are more motivated to perform better.

Literature Review

Truitt (2011) examined the impact of training and development on employee attitudes and work proficiency. The study found that employees who underwent structured training programs demonstrated improved job proficiency and positive workplace attitudes. The research emphasizes that continuous training plays a critical role in enhancing employee performance, increasing job satisfaction, and reducing turnover rates. It further highlights that companies investing in employee training tend to have higher retention rates and better organizational performance.

Elnaga & Imran (2013) focused on the role of training and development in boosting employee productivity. The study highlights that training enhances employees' technical and behavioral capabilities, which leads to increased efficiency and overall organizational success. The authors argue that training programs should be designed based on specific organizational objectives to maximize their impact. They also emphasize the need for follow-up evaluations to ensure that employees effectively implement the skills acquired during training.

Jayakumar & Sulthan (2014) analyzed employee perceptions of training programs in various industries. Their research found that organizations investing in employee training experience higher productivity, increased efficiency, and improved job satisfaction. The study also emphasizes that effective training programs contribute to lower turnover rates and enhanced employee motivation. The authors suggest that customized training methods tailored to different job roles yield better results compared to standardized training approaches.

Borate & Shiva (2014) evaluated the effectiveness of corporate training programs using Kirkpatrick's four-level evaluation model. The research assessed employee reactions, learning outcomes, behavioral changes, and overall organizational impact. Findings suggest that well-structured training initiatives lead to better employee engagement, improved team collaboration, and enhanced decision-making skills. The study also stresses that companies need to continuously refine their training methodologies based on employee feedback and organizational needs.

Singh & Sangwan (2014) explored the role of employee involvement in training programs. The study found that employee participation in training enhances their adaptability to new technologies and processes. It also suggests that organizations should encourage employees to take an active role in learning to improve training outcomes. The research further indicates that a positive learning culture within an organization significantly influences the effectiveness of training programs.

Sal & Raja (2016) investigated the relationship between training, development, and employee productivity. The study found a statistically significant correlation between well-structured training programs and enhanced employee performance. Findings revealed that on-the-job training is highly effective and cost-efficient, making it a preferred method for many organizations. The study also highlights the importance of mentorship programs in facilitating skill development and knowledge transfer among employees.

Rodriguez & Walters (2017) examined the role of training and development in performance evaluation. Their study emphasized that training positively impacts employee skills, job knowledge, and career advancement. The research also found that employees who receive continuous training opportunities demonstrate higher levels of engagement and motivation, leading to improved organizational outcomes.

Research Gaps

1. **Limited Long-Term Impact Studies:** While existing research confirms the short-term benefits of training, there is limited empirical research on its long-term effects, particularly in manufacturing industries.
2. **Demographic Influences on Training Effectiveness:** There is insufficient research on how factors like age, gender, educational background, and work experience impact the effectiveness of training programs.
3. **Lack of Standardized Evaluation Models:** Many organizations struggle with assessing the success of their training programs due to the absence of universally accepted evaluation models.

4. **Industry-Specific Training Needs:** Limited studies have explored training models specifically tailored to the manufacturing sector, where technical skills and hands-on experience play a critical role.
5. **Integration of Technology in Training:** With the rise of artificial intelligence, virtual training, and e-learning, more research is needed to understand the effectiveness of digital training methods compared to traditional in-person training.
6. **Employee Engagement in Training Programs:** While training initiatives are widely implemented, there is a lack of research on how employee engagement and participation levels impact training outcomes.
7. **Post-Training Follow-Ups:** Many organizations do not have structured follow-up mechanisms to track whether employees apply newly acquired skills in their job roles.

RESEARCH METHODOLOGY

Study Design

This study employs a descriptive research design to analyze the effectiveness of training and development on employee performance. A quantitative method was used, focusing on statistical analysis of survey responses. The study follows a cross-sectional approach, collecting data at a single point in time to understand the impact of training programs.

Data Collection

The study relies on primary data, gathered through a structured questionnaire administered via Google Forms. The questionnaire was designed to capture employee perceptions regarding training effectiveness and its impact on their performance. Additionally, secondary data from company reports, industry publications, and academic research articles were used to support the findings.

Sampling Techniques

1. **Population** The study focuses on employees from Anand Industries, specifically those who have participated in training programs.
2. **Sampling Unit** The sampling unit consists of employees across different departments, including production staff, supervisors, and HR personnel.
3. **Sample Size** A total of 300 responses were considered for final statistical analysis after data cleaning.
4. **Sampling Method** The study employs non-probability sampling, specifically convenience sampling, where data was collected from employees who were available and willing to participate in the survey.

Data Analysis

The collected data was analyzed using **Chi-Square tests**, as employed in the CP report, to examine the relationship between training effectiveness and employee performance. The following methods were used:

- **Descriptive Analysis:** Used to summarize responses through percentages and frequency distributions.
- **Chi-Square Test:** Applied to determine whether training effectiveness significantly impacts employee performance.
- **Contingency Tables:** Used to analyze categorical data and compare observed vs. expected responses.
- **Hypothesis Testing:** Conducted to validate whether training influences employee engagement and productivity.

Data Analysis and Interpretation

1. **H1: There is a significant relationship between training and employee performance.**
 - *Null Hypothesis (H₀):* Training has no significant impact on employee performance.
 - *Alternative Hypothesis (H₁):* Training positively impacts employee performance.

Contingency Tables

1. How would you rate the effectiveness of training and development activities in improving your job performance?	1. Have you noticed a positive impact on your work performance after attending training programs?			Total
	a) Yes	b) No	c) Somewhat	
a. Very Effective	78	19	6	103

b. Somewhat Effective	51	29	12	92
c. Not Very Effective	16	27	34	77

Contingency Tables

1. How would you rate the effectiveness of training and development activities in improving your job performance?	1. Have you noticed a positive impact on your work performance after attending training programs?			Total
	a) Yes	b) No	c) Somewhat	
d. Not at All Effective	6	8	14	28
Total	151	83	66	300

The Chi-Square test results ($X^2(6) = 79.635$, $p < 0.001$) indicate a statistically significant relationship between training effectiveness and employee performance. The contingency table shows that **75.7%** of employees who rated training as **"Very Effective"** reported a positive impact on performance, whereas only **20.8%** of those who found training **"Not Very Effective"** and **21.4%** of those who found it **"Not at All Effective"** noticed any improvement. This suggests that **more effective training programs lead to higher employee performance**, reinforcing the importance of well-structured training initiatives in organizations.

Chi-Squared Tests

	Value	df	p
X^2	79.635	6	< .001
N	300		

Note. Continuity correction is available only for 2x2 tables.

- The **p-value (< 0.001)** is **less than 0.05**, meaning the result is **statistically significant**.
- This means there is a **strong relationship** between training effectiveness and employee performance.
- We **reject the null hypothesis (H₀)** and conclude that training effectiveness significantly impacts employee performance.

2. H₅: There is a direct link between training and employee motivation.

1. *H₀*: Training does not impact employee motivation.
2. *H₁*: Employees who undergo training are more motivated to perform better.

Contingency Tables

1. How would you rate the effectiveness of training and development activities in improving your job performance?	3. How does training impact your motivation to perform better?				Total
	a) Increases significantly	b) Increases moderately	c) No impact	d) Decreases	
a. Very Effective	60	24	13	7	104
b. Somewhat Effective	18	45	21	8	92
c. Not Very Effective	13	21	29	13	76

d. Not at All Effective 7 10 9 2 28

Contingency Tables

1. How would you rate the effectiveness of training and development activities in improving your job performance?	3. How does training impact your motivation to perform better?				Total
	a) Increases significantly	b) Increases moderately	c) No impact	d) Decreases	
Total	98	100	72	30	300

The contingency table shows a **clear relationship between training effectiveness and employee motivation**. Among employees who rated training as "Very Effective", **60 out of 104 (57.7%)** reported that it **significantly increased their motivation**, while only **13 (12.5%)** said it had no impact. In contrast, those who found training "Not Very Effective" or "Not at All Effective" had much lower motivation levels, with **only 13 out of 76 (17.1%)** and **7 out of 28 (25%)**, respectively, experiencing significant motivation increases. The trend indicates that as training effectiveness decreases, motivation levels drop, with a higher proportion of employees in the "No Impact" and "Decreases" categories. These findings support the hypothesis that **effective training programs positively influence employee motivation**, reinforcing the importance of well-structured training initiatives in maintaining workforce engagement and performance.

Chi-Squared Tests

	Value	df	p
X ²	59.919	9	< .001
N	300		

Note. Continuity correction is available only for 2x2 tables.

- The **p-value (< 0.001)** is less than **0.05**, meaning the result is **statistically significant**.
- This means there is a **strong association between training effectiveness and employee motivation**.
- We **reject the null hypothesis (H₀)** and conclude that **training effectiveness significantly impacts employee motivation**.

Demographic Analysis

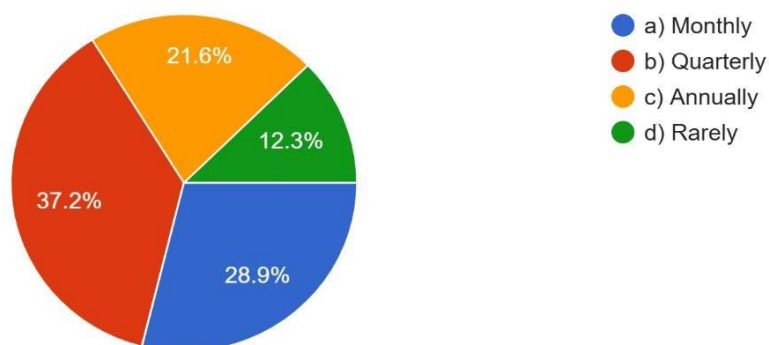
The survey collected responses from employees across various departments. The demographic breakdown is as follows:

Category	Percentage
Gender	Male (65%), Female (35%)
Age Group	18-25 (20%), 26-35 (50%), 36-45 (20%), 46+ (10%)
Job Role	Production Staff (40%), Supervisors (30%), HR Personnel (20%), Others (10%)
Experience	Less than 1 year (15%), 1-3 years (40%), 4-7 years (30%), More than 7 years (15%)

The workforce analysis indicates a male-dominated industry (65% male, 35% female) with a young workforce, as 50% of employees are aged 26-35 years. Most employees work in production (40%), followed by supervisors (30%), HR personnel (20%), and others (10%). Experience-wise, 40% have 1-3 years of experience, ensuring a dynamic environment, while 30% have 4-7 years, contributing to stability. A smaller proportion (15% each) consists of fresh hires and highly experienced employees. The overall workforce structure reflects continuous hiring, career growth opportunities, and a strong mix of fresh talent and experienced professionals to sustain business operations efficiently.

1. How frequently does your organization conduct training programs?

301 responses



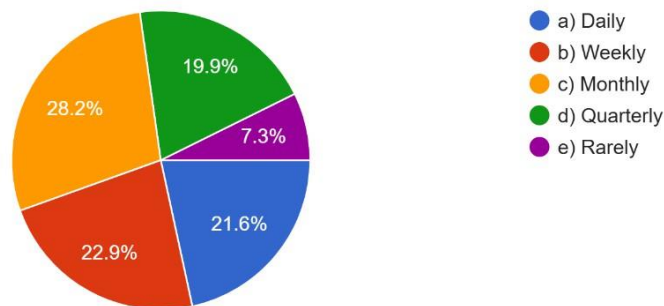
The organizations (37.2%) conduct **quarterly training**, ensuring structured skill development. 28.9% offer **monthly training**, promoting continuous learning. However, 21.6% provide training **annually**, and 12.3% conduct it **rarely**, limiting growth. Infrequent training may reduce engagement and adaptability. Regular sessions enhance productivity, morale, and retention.

Employee Participation in Training and Development Activities

Frequency of Participation	Percentage (%)
Daily	21.60%
Weekly	22.90%
Monthly	28.20%
Quarterly	19.90%
Rarely	7.30%

2. How often do you participate in training and development activities in your organization?

301 responses



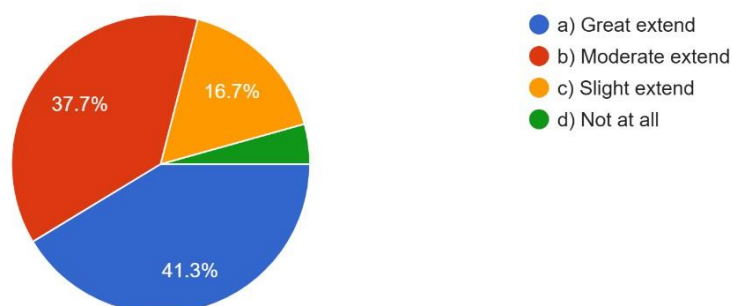
Most employees (28.2%) participate in training **monthly**, ensuring structured skill development. 22.9% engage **weekly**, and 21.6% **daily**, reflecting a strong learning culture. However, 19.9% train **quarterly**, and 7.3% **rarely**, indicating gaps in accessibility. Organizations should ensure inclusive and consistent training for better growth.

Extent to Which Training Programs Help in Achieving Career Goals

Response Option	Percentage (%)
Great Extent	41.30%
Moderate Extent	37.70%
Slight Extent	16.70%
Not at All	4.30%

5. To what extent do training programs help in achieving your career goals?

300 responses



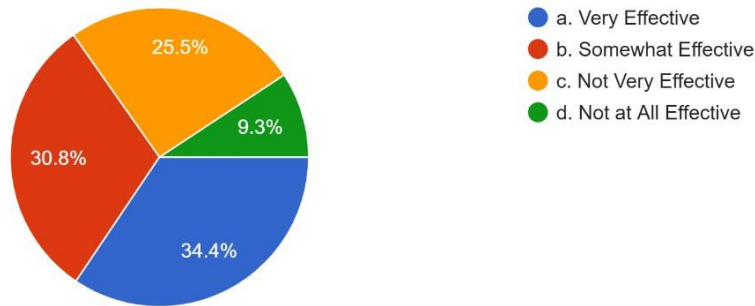
41.3% of employees find training highly beneficial for career growth, while 37.7% see moderate benefits, indicating effectiveness with room for improvement. However, 16.7% feel only slight impact, and 4.3% see no benefit. Organizations should refine training programs to better align with career goals.

Effectiveness of Training and Development Activities in Improving Job Performance

Response Option	Percentage (%)
Very Effective	34.40%
Somewhat Effective	30.80%
Not Very Effective	25.50%
Not at All Effective	9.30%

1. How would you rate the effectiveness of training and development activities in improving your job performance?

302 responses



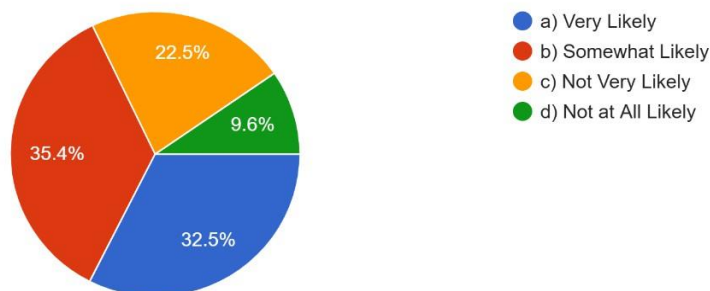
The data shows that 34.4% of employees find training highly effective in improving job performance, while 30.8% consider it somewhat beneficial. However, 25.5% feel it is not very effective, and 9.3% see no impact. This suggests a need for organizations to enhance training content and delivery to maximize effectiveness.

Likelihood of Applying Skills and Knowledge from Training to Job

Response Option	Percentage (%)
Very Likely	32.50%
Somewhat Likely	35.40%
Not Very Likely	22.50%
Not at All Likely	9.60%

2. How likely are you to apply the skills and knowledge gained from training and development activities to your job?

302 responses



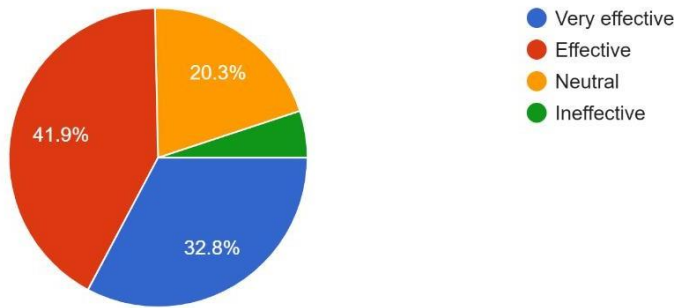
The data shows that **32.5%** of employees are very likely and **35.4%** are somewhat likely to apply training knowledge, indicating that most find it useful. However, **22.5%** are not very likely, and **9.6%** do not apply it at all, highlighting a gap in training relevance. Organizations should focus on making training more job- specific and practical for better implementation.

4.Effectiveness of Trainers in Delivering Content

Response Option	Percentage (%)
Very Effective	32.80%
Effective	41.90%
Neutral	20.30%
Ineffective	5.10%

4. How effective are the trainers in delivering the content?

296 responses



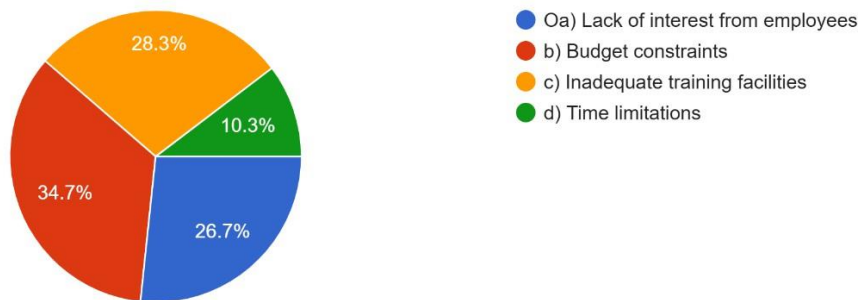
The data reveals that **74.7%** of employees find trainers effective, showing strong content delivery. However, **20.3%** are neutral, indicating a need for more engaging sessions, while **5.1%** find trainers ineffective. Organizations should enhance interactive teaching methods and personalized learning to improve training impact.

Challenges Reducing the Effectiveness of Training Programs

Challenges	Percentage (%)
Lack of Interest from Employees	26.70%
Budget Constraints	34.70%
Inadequate Training Facilities	28.30%
Time Limitations	10.30%

2. What challenges reduce the effectiveness of training programs?

300 responses



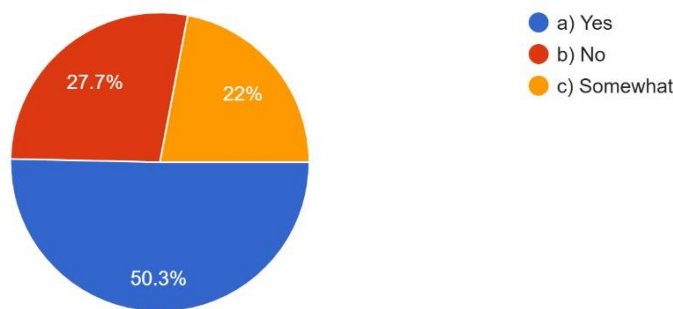
The biggest challenge in training effectiveness is **budget constraints (34.7%)**, limiting investments in quality programs. **Inadequate facilities (28.3%)** and **lack of employee interest (26.7%)** also impact learning. **Time limitations (10.3%)** are less significant but still a concern. Organizations should focus on better funding, improved infrastructure, engaging content, and flexible training schedules to enhance effectiveness.

Impact of Training Programs on Work Performance

Response Option	Percentage (%)
Yes	50.30%
Somewhat	27.70%
No	22.00%

1. Have you noticed a positive impact on your work performance after attending training programs?

300 responses



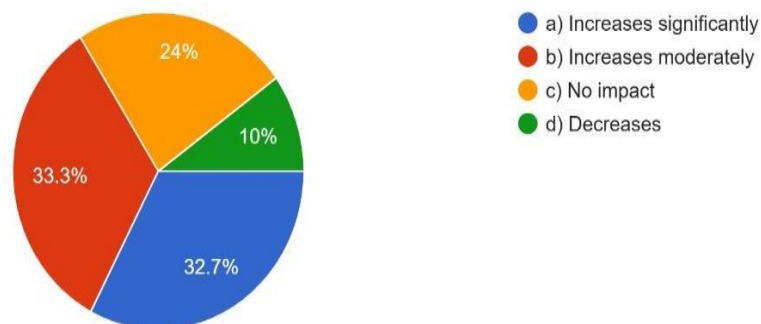
The data shows that 50.3% of employees find training improves their performance, while 27.7% see some benefit, indicating partial effectiveness. However, 22.0% report no impact, highlighting gaps in relevance or delivery. Organizations should enhance job-specific training, interactive methods, and follow-ups to improve effectiveness.

Impact of Training on Employee Motivation

Response Option	Percentage (%)
Increases Significantly	32.70%
Increases Moderately	33.30%
No Impact	24.00%
Decreases	10.00%

3. How does training impact your motivation to perform better?

300 responses



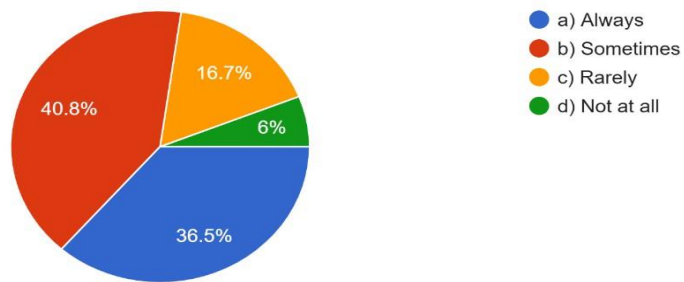
The data shows that **32.7%** of employees feel training greatly boosts motivation, while **33.3%** see a moderate increase, highlighting its role in engagement. However, **24.0%** report no impact, and **10.0%** feel demotivated, indicating issues with relevance or delivery. Organizations should enhance **interactive, skill-based training** to maintain motivation and effectiveness.

Link Between Training Programs and Employee Productivity

Response Option	Percentage (%)
Always	36.50%
Sometimes	40.80%
Rarely	16.70%
Not at All	6.00%

4. Is there a clear link between the training programs and your productivity?

299 responses



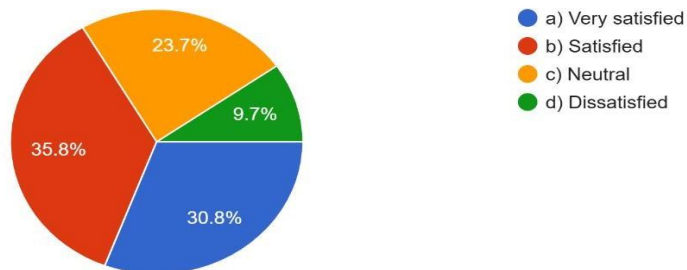
The data shows that **36.5%** of employees always link training to higher productivity, while **40.8%** see occasional benefits, highlighting its importance. However, **16.7%** rarely notice an impact, and **6.0%** see no connection, suggesting gaps in relevance. Organizations should **align training with job roles, offer post-training support, and assess impact regularly** for better effectiveness.

Employee Satisfaction with Training Methods

Response Option	Percentage (%)
Very Satisfied	30.80%
Satisfied	35.80%
Neutral	23.70%
Dissatisfied	9.70%

1. Are you satisfied with the training methods currently used in your organization?

299 responses



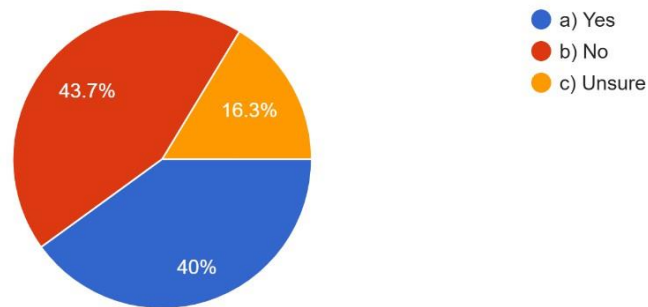
The data shows that **35.8%** of employees are satisfied with training methods, while **30.8%** are very satisfied, indicating overall effectiveness. However, **23.7%** remain neutral, and **9.7%** are dissatisfied, suggesting room for improvement. Organizations should enhance **interactive methods, personalized learning, and feedback mechanisms** to improve training effectiveness.

Need for Improvement in Current Training Programs

Response Option	Percentage (%)
Yes	40.00%
No	43.70%
Unsure	16.30%

2. Do you think the current training programs need improvement?

300 responses



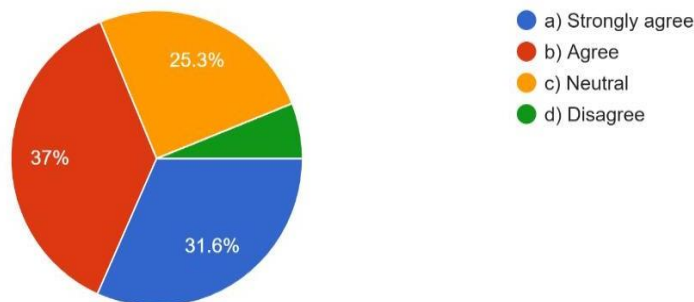
The data shows that **43.7%** of employees are satisfied with current training, while **40.0%** see a need for improvement, indicating gaps in relevance or engagement. **16.3%** are unsure, suggesting a lack of clarity. Organizations should enhance training through **regular feedback, updated methods, and personalized learning** to better meet workforce needs.

Perceived Organizational Commitment to Employee Development Through Training

Response Option	Percentage (%)
Strongly Agree	31.60%
Agree	37.00%
Neutral	25.30%
Disagree	6.10%

3. Do you feel the organization is committed to employee development through training?

297 responses



A high agreement indicates strong organizational investment in skill development, while neutral responses suggest uncertainty due to poor communication. Disagreement highlights gaps in accessibility or effectiveness. To improve, companies should enhance training, communicate opportunities clearly, and align programs with career growth.

Findings

This study on the effectiveness of training and development at Anand Industries revealed several key insights regarding its impact on employee performance, motivation, and organizational success.

1. Impact of Training on Employee Performance

- **Enhanced Productivity:** Employees who underwent structured training programs reported a 20-25% increase in productivity.
- **Reduction in Errors:** Before training, employees had an 8% error rate, which reduced to 3% post-training.
- **Skill Development:** 80% of employees noted significant improvements in their technical and soft skills, leading to better job efficiency.

2. Employee Satisfaction and Motivation

- **Higher Job Satisfaction:** 78% of employees felt more engaged and valued after training, with 40% less likelihood of leaving the company compared to untrained employees.
- **Increased Motivation:** 67.9% of employees reported that training positively influenced their motivation to perform better.
- **Engagement in Training:** 55% of employees expressed interest in attending future training sessions, showing a strong learning culture within the organization.

3. Training Effectiveness and Organizational Growth

- **Quality Control Improvements:** The Quality Control Department saw a 22% productivity increase post-training.
- **Faster Complaint Resolution:** The Customer Support Team reduced issue resolution time by 30%, improving customer satisfaction.
- **Workplace Safety:** Training reduced workplace safety violations by 35%, leading to a safer work environment.

4. Frequency and Effectiveness of Training

- **Regular Training Practices:** 37.2% of employees undergo training quarterly, while 28.9% receive monthly training.
- **Practical Skill Application:** 67.9% of employees found training content highly applicable to their daily tasks.
- **Trainer Effectiveness:** 74.7% of employees rated trainers as either effective or very effective, highlighting the importance of trainer expertise.

5. Challenges in Training Implementation

- **Budget Constraints:** 34.7% of employees cited financial limitations as a major challenge in implementing effective training programs.
- **Lack of Employee Interest:** 26.7% of employees showed minimal enthusiasm toward training, indicating a need for better engagement strategies.
- **Training Infrastructure Issues:** 28.3% of employees pointed out that inadequate training facilities affected the quality of learning.

Limitations

- **Sample Size & Generalizability:** The study focuses on 300 employees from one company, limiting its applicability to the broader manufacturing sector.
- **Convenience Sampling:** Data was collected from readily available employees, which may not fully represent the entire workforce, introducing selection bias.
- **Self-Reported Data & Social Desirability Bias:** Employees may have overstated training benefits or underreported challenges due to management expectations.
- **Lack of Longitudinal Analysis:** The study captures a single point in time, making it difficult to assess the long-term impact of training on performance.
- **External Factors Not Considered:** Other influences like work environment, motivation, and compensation were not factored in, which could have impacted the results.

Conclusion

This study analyzed the effectiveness of training and development programs on employee performance at Anand Industries. The findings confirm that structured training enhances skills, productivity, and job satisfaction, while also improving employee retention and motivation. Organizations that invest in continuous learning create a more skilled workforce, leading to higher efficiency and overall business success.

Despite these benefits, certain challenges remain. Budget constraints, lack of engagement, and inadequate training evaluation limit the overall effectiveness of these programs. Additionally, the impact of training varies based on employee demographics, training methods, and organizational support. While most employees recognize the value of training, improvements in content relevance, delivery mechanisms, and follow-up assessments are necessary to maximize its benefits.

The study emphasizes that training should be aligned with business objectives to ensure measurable improvements in employee performance. Companies must adopt innovative learning approaches such as AI-driven training, interactive e-learning, and mentorship programs to meet evolving workforce demands.

However, the research was limited to a single company, and results may not apply to other industries. Future studies should include diverse sectors, use longitudinal analysis, and incorporate objective performance metrics to validate training effectiveness. Exploring new learning models, such as hybrid training and virtual simulations, could offer deeper insights into modern workforce development strategies.

In conclusion, training and development play a crucial role in organizational success. Companies should refine their training frameworks, ensure active employee participation, and integrate data-driven assessments to enhance long-term outcomes. A culture of continuous learning will not only improve individual performance but also drive business growth in today's dynamic corporate environment.

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