

A study on Effectiveness of Training and Development in Cement Industry

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ABSTRACT: *Training effectiveness in cement industry is a critical aspect of the development of knowledge of workforce. The objective of this study is to examine effectiveness of Training. To survive in the globalised era, organizations need to continuously develop the knowledge, skill and ability of their human resources throughout the year, the organization spend a huge amount of money for the purpose of training and development of the human resources. But the crucial point is effectiveness. This paper is a means by which employees express their feedback regarding the effectiveness of training in a cement factory. Hence, relevant and appropriate policies and procedures can be developed and implemented for an effective management.*

KEYWORDS- *Training Need Analysis, Performance, skill, Ability, Satisfaction.*

I. INTRODUCTION

The man is ultimate resources of any organization because the success or failure of any organization depends on efficient and effectiveness of man power and their functioning. The entire gamut of activities of an organization revolves around the human resources. Therefore, people are the most significant resources of any organization. Employee development is carried through the programmes of training and training brings the requisite development in the employees working at different levels. Training and development is one of the sub-systems of Human Resource Development. Therefore, the present study helps to ascertain the effectiveness of training and development in the cement units of North Karnataka. Hence, Indian cement industry is the second largest in the world after china. The Indian cement industry is highly competitive and consists of over 52 companies operating around 135 plants. But most of the capacity is concentrated with the top 5 players viz., Grasims, Gujrat, Ambuja, L & T, ACC and Birla. Karnataka is the state which manufactures highest cement in the country. Therefore, the study covers large scale cement units that fetch in the area of North Karnataka, they are Bagalkot Shakti Cements, JK Cements, Nirani Cements. Vasavadatta Cements.

I. Literature Review

1. According to *Shelley Frost, Demand Media Training* is a crucial component in preparing new employees for their positions and keeping existing employees current on critical information. To be effective, a training program needs a specific purpose with appropriate training methods. Understanding the factors that influence training programs enables you to develop or change your current employee education to make it fit the needs of your business and your employees
2. According to **Henry Ongori (2011)**, Jennifer Chishamiso Nzonzo, training and development has become an issue of strategic importance. Although many scholars have conducted research on training and development practices in organizations in both developing and developed economies, it is worth mentioning that most of the research has concentrated on the benefits of training in general. There is however, limited focus on evaluation of training and development practices in organizations.
3. According to **Haslinda ABDULLAH (2009)**, the challenges faced by employers and organizations in the effective management of HR T&D varied from concerns about the lack of intellectual HR professionals to coping with the demand for knowledge-workers and fostering learning and development in the workplace. The core and focal challenge is the lack of intellectual HRD professionals in manufacturing firms, and this suggests that employers viewed HR T&D as a function secondary to HRM and perhaps considered it as being of lesser importance. This implication could lead to the ineffective implementation of HR T&D activities and increase ambiguity and failure in effectively managing HR T&D as a whole.

4. **According to Ananth (1998)**, He pointed out different problems faced by the organization in handling the corporate finance such as the time of procurement and investment of funds. He suggested that the organisation must relate itself with the needs of changing environment by taking good decisions through professionally trained people.
5. **According To Fizzah(2011)**, The purpose of the research is to find out how training and development effect organizational performance and to find out what is the impact of training and development in organization. Data is collected from the 100 members of different organizations. And the previous researches carried out on training and development. Training and development is important for the employees in organization, it helps the employees to improve their skills and to give a good performance in workplace. There is a big relation between training and development with the organization performance and the relationship is discussed in the paper.
6. **According to Iftikhar Ahmad and Sirajud Din (2009)**, Training and development is adopted by organizations to fill the skill gap of employees. Training evaluation must be appropriate for the person and situation. Evaluation will not ensure effective learning unless training is properly designed. Successful evaluation depends upon whether the means of evaluation were built into the design of the training program before it was implemented.
7. **According to Bates and Davis (2010)**, Usefulness of training programme is possible only when the trainee is able to practice the theoretical aspects learned in training programme in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations
8. **Cheng and Ho (2001)** discuss the importance of training and its impact on job performance: While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth—career potential enhances personal motivation.

II. Objectives of the study

1. To study the different methods of training programmes conducted in cement industry.
2. To study the effectiveness of training programme in cement industry.
3. To know the satisfaction level of employees towards training programme.

III. Research design /Methodology

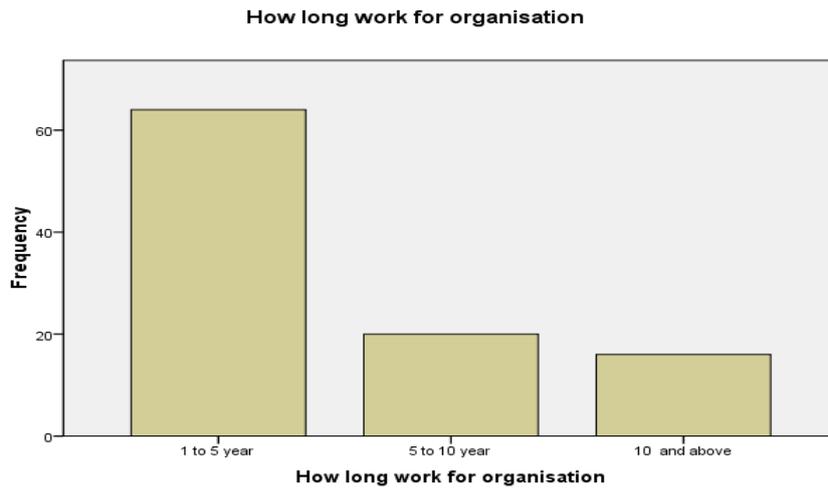
1. **Sampling design**-Primary data collection: data collected through survey and questionnaires. Secondary data collection: data collected through industry profile, journals, and reports in website.
2. **Data analysis tool**-Data analyzed and validated by used SPSS package to compute various statistical values wherever it is necessary. Suitable diagrams are used to exhibit the analyzed data.
3. **Area of the study**-North Karnataka.
4. **Sample size**-100 employees
5. **Sample unit**-Employees of Bagalkot cement industries. Nirani Cements, JK Cements, Vasavadatta Cements.

IV. Data Analysis and Interpretations

1) How long you work for the organisation?

How long work for organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 5 year	64	63.4	64.0	64.0
	5 to 10 year	20	19.8	20.0	84.0
	10 and above	16	15.8	16.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:

From the above graph it is found that 64% of the workers are working from 1 to 5 years, 20% of the workers working from 5 to 10 years and 16% of the workers working from 10 and above years.

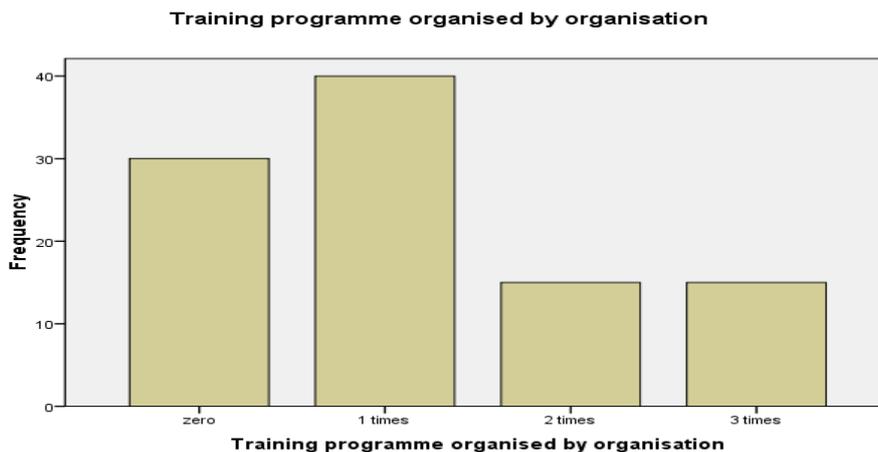
Interpretation:

From the above analysis it can be interpreted that the most of the workers are having less experience. Training will help the employees to perform their job effectively.

2) How many training programmes organised by your organisation in the year?

Training programme organised by organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zero	30	29.7	30.0	30.0
	1 times	40	39.6	40.0	70.0
	2 times	15	14.9	15.0	85.0
	3 times	15	14.9	15.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:

From the above graph it is found that, 40% employees said training was organized once in a year, 15% of the employees says it is organized twice in a year and other 15% says more than two times. Where as 30% employees says training was not organized.

Interpretation:

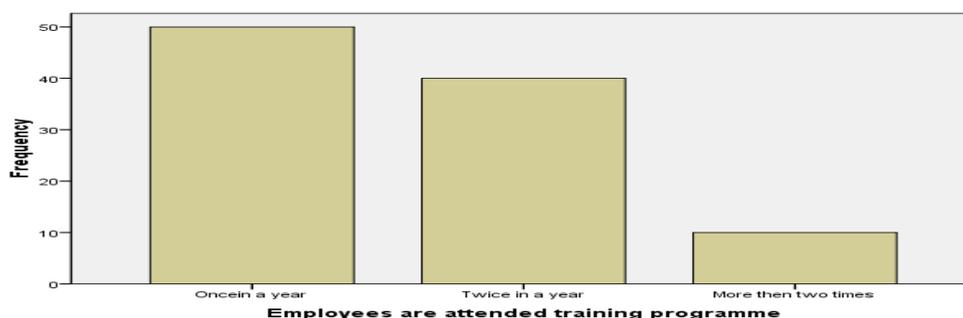
From the above graph it is clear that still many of the workers are not aware of training program of the organization. May be because of their absenteeism or they are not communicated about the training schedule by the organization.

3) How many training programme you have attended in organization?

Employees are attended training programme

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once in a year	50	50.0	50.0	50.0
	Twice in a year	40	40.0	40.0	90.0
	More then two times	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

Employees are attended training programme



Analysis:

From the above graph it is found that 50% of the employees attended training one time, 40% employees two times, and 10% employees attended more than two training programmes.

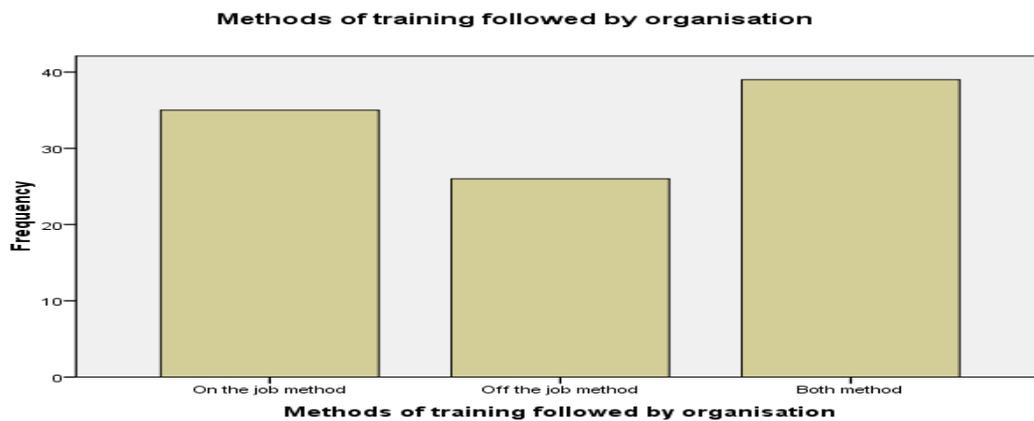
Interpretation:

From the above graph it is clear that almost i.e. 50% workers attended one training programme.

4) Which methods of training followed by your organization?

Methods of training followed by organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	On the job method	35	34.7	35.0	35.0
	Off the job method	26	25.7	26.0	61.0
	Both method	39	38.6	39.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:

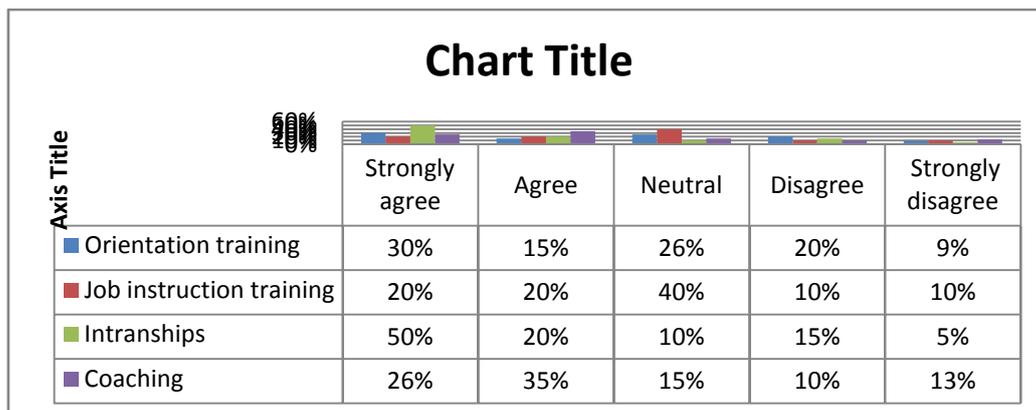
As per the study conducted that the methods of training followed by organization. The 39% of the workers said both training method followed,35% of the workers said on the job method ,and 26% of workers said off the job method followed by organization.

Interpretation:

From the above analysis it can be Interpreted that organisation follows both methods i.e. on the job method and off the job method.

5) Select the training methods followed in your organisation?

On the job method



Analysis:

As per the study conducted that the on job method followed by the organisation. The orientation training followed ,30% of the workers said strongly agree,26% of the workers said neutral,20% of the workers said disagree ,15% of the workers said agree and 9% of the workers said strongly disagree.

The job instruction training are followed ,40% of the workers said neutral,20% of the workers said strongly agree,10% of the workers said disagree .

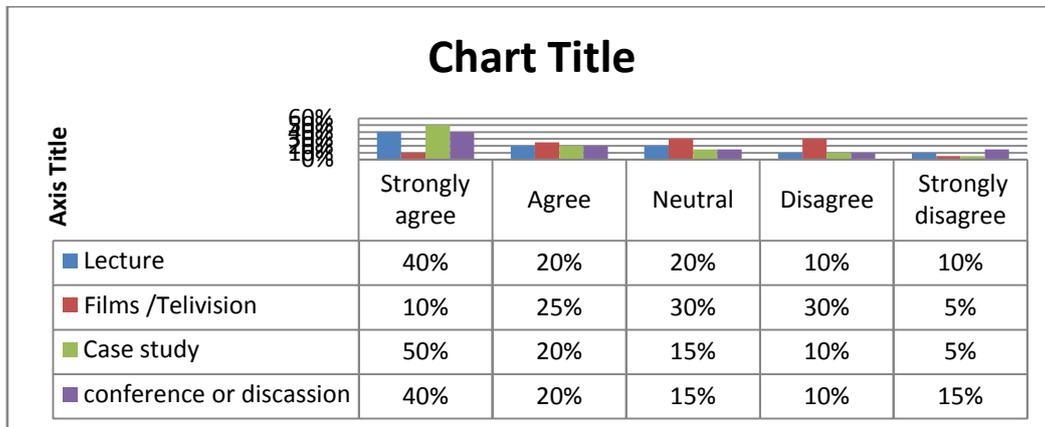
Internship is followed,50% of the workers said strongly agree,20% of the workers said agree,15% of the workers said disagree,10% of the workers said neutral, and 5% of the workers said strongly disagree.

In coaching method the 35% of the workers said agree,26% of the workers said strongly agree,15% of the workers said neutral,13% of the workers said strongly disagree.

Interpretation:

From the above analysis it revealed that, compared to Job instruction, Orientation and Coaching Training methods, In transship Method of training is preferred which may not be helpful to the existing employees.

Off the job methods



Analysis:

As per the study conducted that the Off job method followed by the organisation. In Lecture method, 40% of the workers said strongly agree, 20% of the workers said neutral, and 10% of the workers said strongly disagree.

In films 30% of the workers said disagree, 25% of the workers said agree, 10% of the workers said strongly agree, and 5% of the workers said strongly disagree

In case study method, 50% of the workers said strongly agree, 20% of the workers said agree, 15% of the workers said neutral, 10% of the workers said disagree and 5% of the workers said strongly disagree.

In conference or discussion, 40% of the workers said strongly agree, 20% of the workers said agree, 15% of the workers said neutral and 10% of the workers said disagree.

Interpretation:

From the above Analysis it can be interpreted that Lecture method preferred more compare to Case study, Film or Video and Discussion method. Preferring more to Lecture may not effective compared to other methods.

6) Duration of the training programme in your organisation?

Duration of the training programme

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 3 days	50	49.5	50.0	50.0
	4 to 7 days	30	29.7	30.0	80.0
	7 to 10 days	20	19.8	20.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:

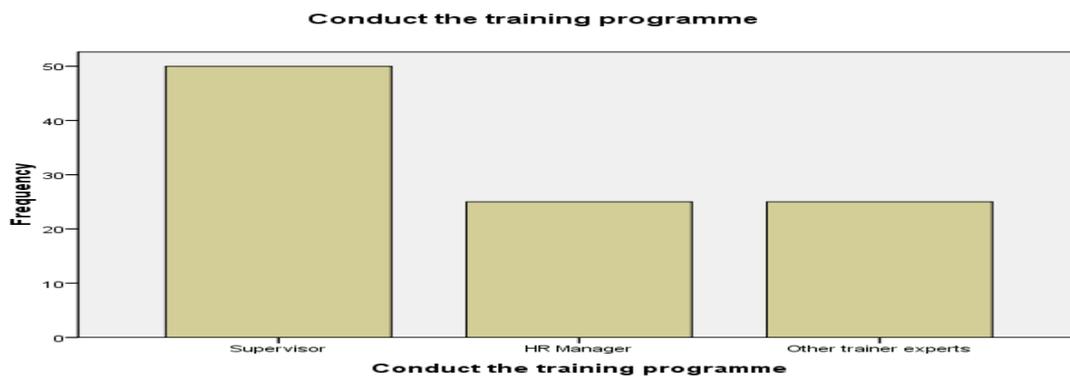
As per the study conduct the duration of the training programme organized in the organisation. 50% of the workers said 1 to 3 days,30% of the workers said 4 to 7 days, and 20% of the workers said 7 to 10 days .

Interpretation:

From the above analysis it can interpreted that the duration of the training programme conducted is very less time, so it is not sufficient to the learn all skills.

7) Who conduct the training programme in your organisation?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Supervisor	50	49.5	50.0	50.0
HR Manager	25	24.8	25.0	75.0
Other trainer experts	25	24.8	25.0	100.0
Total	100	99.0	100.0	
Missing System	1	1.0		
Total	101	100.0		



Analysis:

As per the study it is found that. 60% of the workers said training is conducted by supervisor and 25% of the workers said HR manager and15% workers says by other trainer experts.

Interpretation:

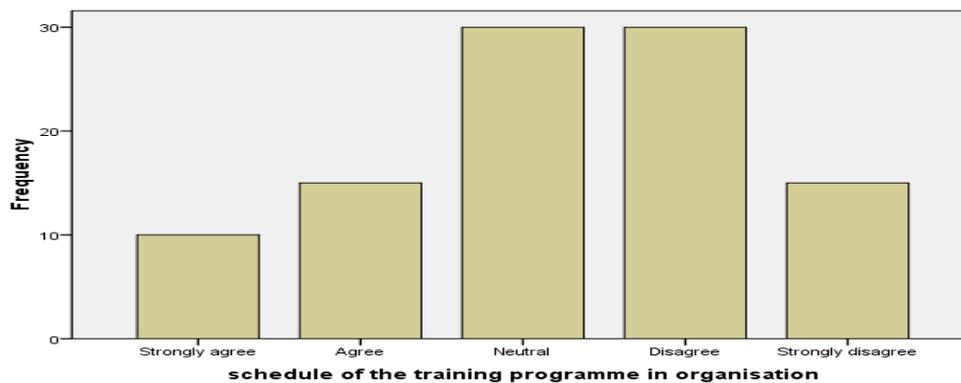
From the above analysis it can interpreted that the training program is conducted by supervisor and few respondents say training program is conducted by other trainer experts and HR manager. It shows the organisation follows a tailor made training approach which helps to understand the requirements of their employees.

8) Do you agree that training and development programme are conducted as per the schedule?

schedule of the training programme in organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	9.9	10.0	10.0
	Agree	15	14.9	15.0	25.0
	Neutral	30	29.7	30.0	55.0
	Disagree	30	29.7	30.0	85.0
	Strongly disagree	15	14.9	15.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

schedule of the training programme in organisation



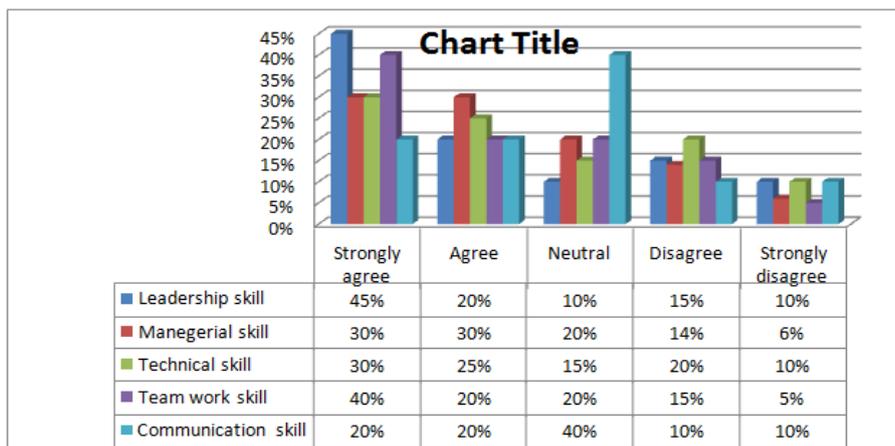
Analysis:

As per the study conducted it is found that 30% of the workers disagree, 25% of the workers neutral, 20% of the workers strongly disagree, 15% of the workers agree and 10% of the workers strongly agree with respect to following proper training schedule by the organisation.

Interpretation:-

From the above analysis it can be interpreted that most of the respondents say that training & development programs are not conducted as per the schedule. The organisation is not taking the proper responsibility and not following the rules and regulations of the organisation.

9) Does the training programme help you in improving skill?



Analysis:-

As per the study conducted that the training and development program helped to improving skill, the 45% of employees said that strongly agree there leadership skill is improving ,20% of employee said agree,15% said disagree and 10% said neutral and disagree.

As per the study conducted the managerial skill improving to employees, at 30% of the employees said strongly agree 20% said neutral and 14% said disagree and 6% said strongly agree.

As per the study the employees said the technical skill help to improving 30% its they are strongly agree,25% of employee said agree,20% of employees said disagree,15% of employees said neutral and 10% of employees said strongly disagree.

As per the study the above diagram showing the training and development program helped to improving team working skill, the 40% of the employee said strongly agree, 20% of employee said agrees and neutral, 15% of employee said disagrees, and 5% of employee said strongly disagrees.

As per the study conducted that the employees said the communication skill is improving 40% they are said neutral,20% of employees said strongly agree and agree,10% of employees said strongly disagree.

Interpretation:-

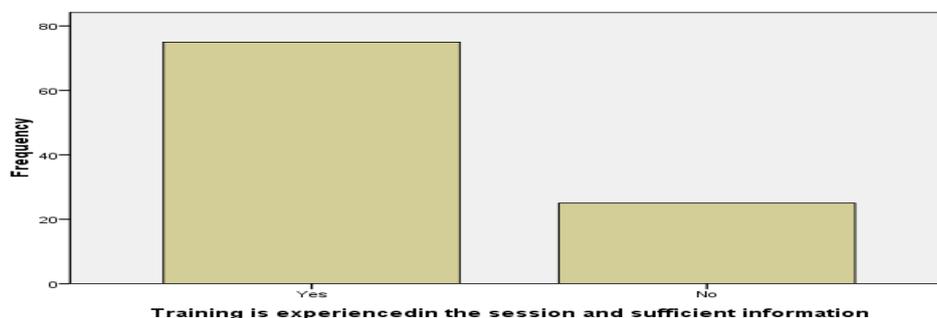
It can interpreted that the most of the employees said that the training program help to improve their leadership skill its 45%, managerial skill and technical skill is 30%, team work skill is 40%, and communication skill 20%, so it is shows that the training programme is more effectively adopted to the employees.

10) Does the trainer is experienced in the session and does he given the sufficient /correct information?

Training is experienced in the session and sufficient information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	75	74.3	75.0	75.0
	No	25	24.8	25.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Training is experienced in the session and sufficient information



Analysis:-

As per the study conducted that the trainer experienced in the session and given the sufficient /correct information.75 % of workers said yes and 25% of workers said no.

Interpretation:

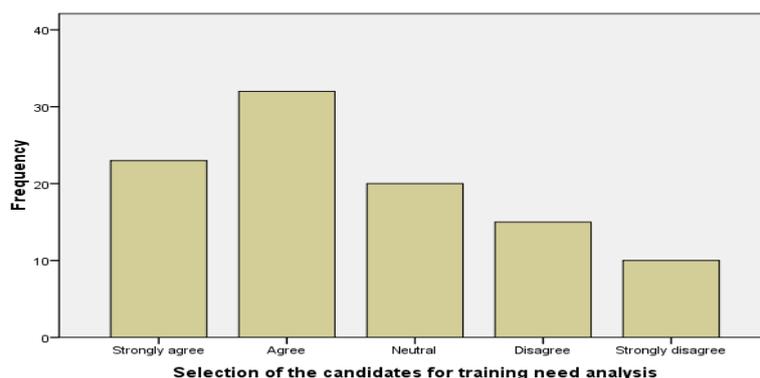
From the above analysis it can interpreted that the most of the workers are said the trainer is experienced in the session and he given sufficient /correct information. Its shows that the trainer is good and sufficient information given to the workers.

11) Do you agree that the candidates are selected for training as per the training need analysis?

Selection of the candidates for training need analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	23	22.8	23.0	23.0
	Agree	32	31.7	32.0	55.0
	Neutral	20	19.8	20.0	75.0
	Disagree	15	14.9	15.0	90.0
	Strongly disagree	10	9.9	10.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Selection of the candidates for training need analysis



Analysis:-

As per the study, 35% of respondents strongly agree that candidates for training selected on the bases of need analysis, 20% of workers stands neutral, 15% of workers disagree and 10% of workers strongly disagree.

Interpretation:

From the above analysis it can be interpreted that still some of the candidates will be selected randomly. It is an area of concern for the organisation. This will help the organisation conduct training program effectively.

12) Whether contents covered during training session was relevant to you?

Contents covered during training session was relevant to you

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	65	64.4	65.0	65.0
	No	35	34.7	35.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:-

As per the study conducted that the contents covered during training session was relevant to workers.65% of workers said Yes and 35 %%. of workers said no.

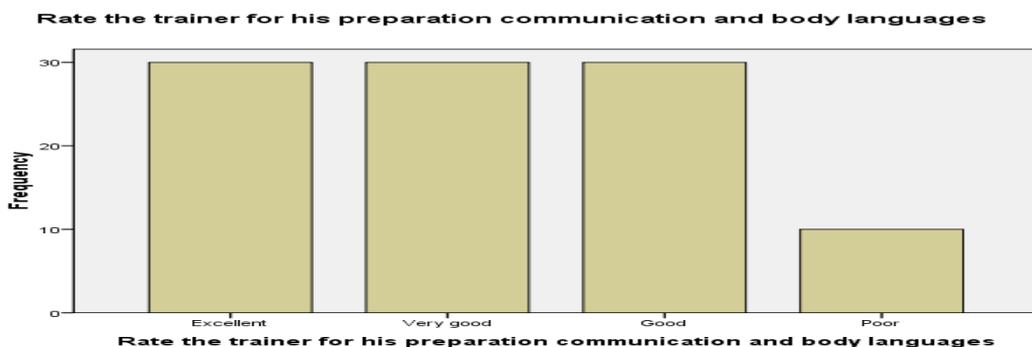
Interpretation:

From the above analysis it can interpreted that the during the training session was relevant to the workers in the organisation ,the training covered the contents ,so the workers are getting all the knowledge regarding their works through conducts well training programme.

13) How do you rate the trainer for his preparation, communication and body languages during the training programme?

Rate the trainer for his preparation communication and body languages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	30	29.7	30.0	30.0
	Very good	30	29.7	30.0	60.0
	Good	30	29.7	30.0	90.0
	Poor	10	9.9	10.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:-

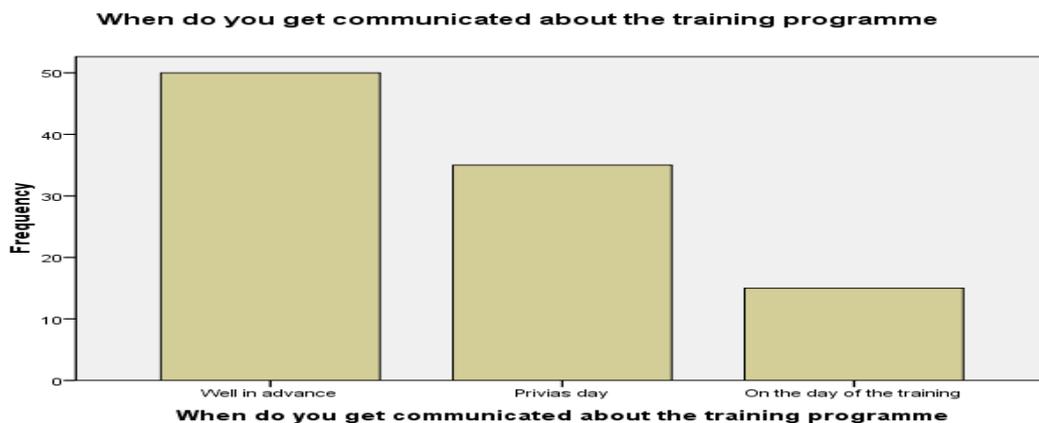
As per the study conducted that rate the trainer for his preparation ,communication and body languages during the training programme adopted to the workers .30% of the workers said excellent. 30% very good ,and other 30% says good ,10% of the workers said poor.

Interpretation:

From the above analysis it can interpreted that the trainer is well prepared. Which help to organise training session more effectively.

14) When do you get communicated about the training programme?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Well in advance	50	49.5	50.0	50.0
	Previous day	35	34.7	35.0	85.0
	On the day of the training	15	14.9	15.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:-

As per the study conducted that the communicated about the training programme, 50% of the workers said well in advance, 35% of the workers said previous day of the training and 15% of the workers said on the day of the training programme .

Interpretation:

From the above analysis it can interpreted that the most of the workers said before attendant the training programme they communicated well in advance so its shows that the workers are aware of the training programme provided in organisation.

15) Rate what extant to training has helped you in improving?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increasing the productivity	20	19.8	20.0	20.0
	Get the promotion	20	19.8	20.0	40.0
	comfortable on the job	40	39.6	40.0	80.0
	completing the work within time	20	19.8	20.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:-

As per the study conducted that the rate extant to training has helped to improving ,40% of workers said comfortable on the job, and 20% of workers said increasing the productivity, get the promotion and complete the work within the time.

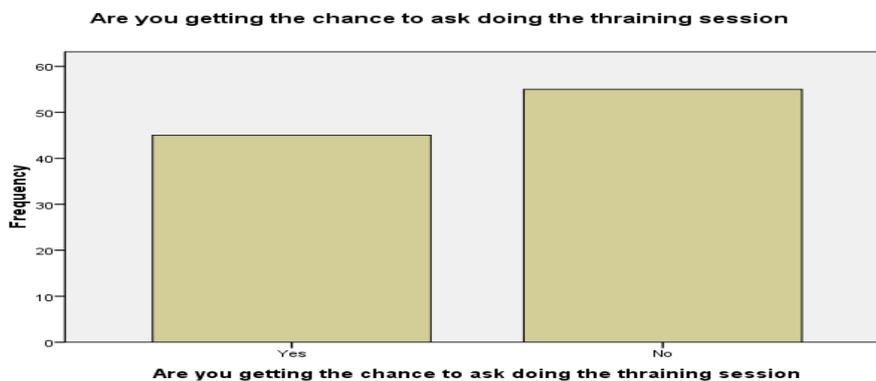
Interpretation:

From the above analysis it can interpreted that the workers feel comfortable on their job after getting training. But still it can be improved which will help workers to improve productivity and get promotions.

16) Are you getting the chance to ask doing the training session?

Are you getting the chance to ask doing the training session

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	44.6	45.0	45.0
	No	55	54.5	55.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:-

As per the study conducted that the getting the chance to ask doing the training session,45% of the workers said yes and 55% of the workers said no

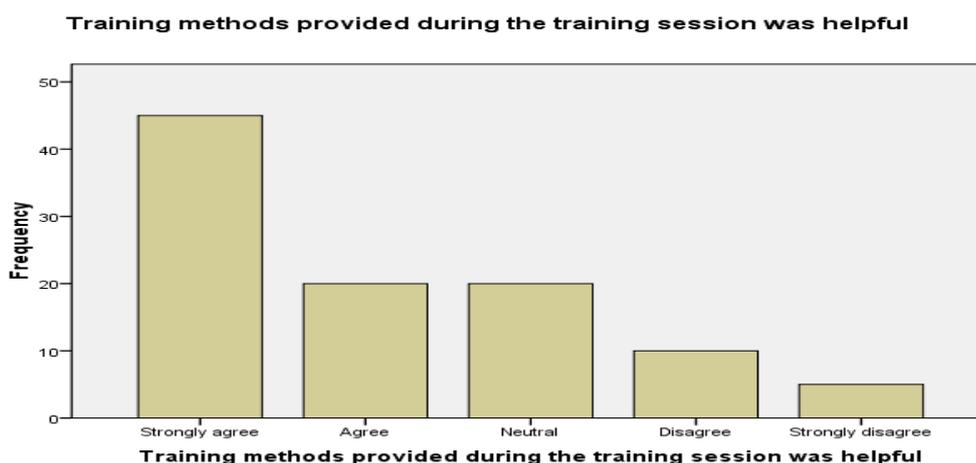
Interpretation:

From the above analysis it can interpreted that the workers are not getting the chance to ask during the session, this decrease confidence of the workers and not allow them to clear their doubts and queries.

17) Whether the training methods provide during the training session was helpful?

Training methods provided during the training session was helpful

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	45	44.6	45.0	45.0
	Agree	20	19.8	20.0	65.0
	Neutral	20	19.8	20.0	85.0
	Disagree	10	9.9	10.0	95.0
	Strongly disagree	5	5.0	5.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:-

As per the study conducted that the training methods provide during the training session was helpful to workers .45% of the workers said Strongly agree ,20% of the workers said agree,10% of the workers said disagree and 5% of the workers said strongly disagree.

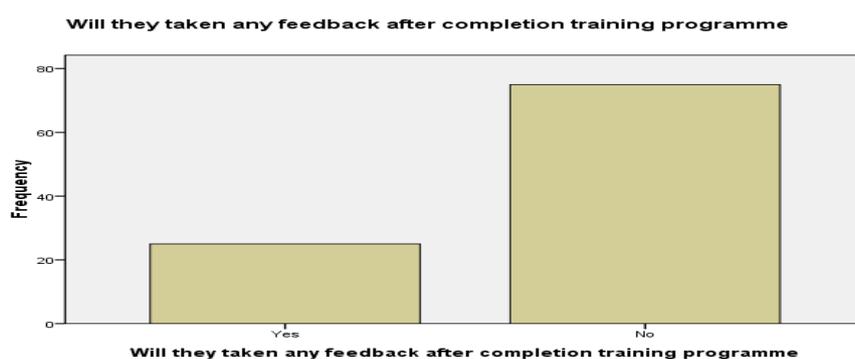
Interpretation:

From the above analysis it can interpreted that the training methods provide during the training session was helpful to enhance their skill ability and help to improving job task.

18) Will they take any feedback after completion your training programme?

Will they taken any feedback after completion training programme

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	24.8	25.0	25.0
	No	75	74.3	75.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



Analysis:-

As per the study conducted, it is found that 75% of the workers says feedback will not collected and 25% of the workers said collected.

Interpretation:-

From the above analysis It can be interpreted that most of the respondents says they do not take any feedback after completion of training program so it is shows that the organisation not taken feedback after the completion of the training programme. Feedback will help the organisation to conduct raining more effectively in the future.

V. FINDINGS

- 1) It is found most of the workers are having less experience.
- 2) It is found that 30% workers are not aware of training program of the organisation.
- 3) It is revealed by the study that 50% workers attended only one training programme.
- 4) It is found that 45% of the workers said the organisation followed both methods i.e. on the job and off the job training methods
- 5) It is revealed by the study that 50% of the worker said the duration of the training programme conducted is 1 to 3 days.
- 6) It is found that 50 %of the worker said supervisor will train the workers.25% workers says HR manager and remaining 25% of workers says expert trainer train them.
- 7) It is found that 25% of the worker said that the training programmes are conducted as per the schedule
- 8) It is found that 45% of the employees said that the training program help to improve their leadership skill .Technical, and other skills.
- 9) It is found that 75% of the employees said the trainer is experienced in the session and some of the workers said they do not get correct information
- 10) It is founded 35% of the employees said they strongly agree that candidates are selected as per need analysis for training. Remaining 25% of respondents disagree with this.
- 11) It is found 30% of the employees said the trainer is well prepared for the training programme.
- 12) It is found that 50% of the workers said they communicated well in advance about the training programme.35% says one day before. 15% workers say on the day of training.
- 13) It is found that 55% of the workers said they are not getting the chance to ask during the training session.
- 14) It is founded that 75% of the workers said feedback was not collected after the training programme.

VI. SUGGESTIONS

- 1) The organisations should conduct as possible more training sessions, as its most of the employees are less experienced. This helps workers to fill that gap.
- 2) The training duration should be increased specially inexperienced, the fresher it helps to learn in detail, update their knowledge and enhance working ability.
- 3) It also suggested to have outside experts for training the employees which will attract and make employees serious about training.
- 4) It is suggested to allow employees to ask the questions during training session which help them to clear their doubts and queries.
- 5) After the completion of the training programme should take feedback from candidates about training. That will help organisation to organise training more effectively in the future.

VII. CONCLUSION

From the study it can be concluded that Industry is providing training to workers effectively but still it can make it more effective by increasing duration of training programme and inviting expert from outsider to train employees. This will help to make employees more serious about training. More flexibility should be given to employees, which help them to raise their questions to the trainer. The workers satisfied the way programme is conducted by the company. The training programme helps to increasing the knowledge, skill, and ability. For the training session candidates should be selected as per need analysis it will provide opportunity every employee who really is in need of training. This will benefit both organization and employees.

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