

CHAPTER - II

REVIEW OF RELATED LITERATURE

When various libraries/institutes were visited during research period it was found that much of the researches over the past few decades revolved around different theories that tried to explain what kind of troubles did organizations and employees faced in their training and development programs. The existing literature was studied which helped in building of objectives. Some of the relevant views from the studies are briefly discussed below:

Ammerman, Harry L in the year (1966)¹ has done his study on the theme "advancement of methodology for determining training destinations for junior officer occupations" and he has found that test was designed to build up a precise technique that could be utilized by administration work force to get ready employment situated training targets for junior officers, basically as behavioral articulations of understudy execution expected subsequent to training. The methods formed are divided into four stages they are as follows: A-Listing of all errands for work; B-Selecting assignments for some formal training; C-Identifying the learning's and abilities important for the chose training angles. The methodology included organization of trial polls, both by individual meeting and via mail, audits of germane orders and distributions, and visits to handle units. As the techniques were created, they were gone for on an example officer work (Nike Hercules Fire Control Platoon Leader). In the trial application, an errand stock of 452 things gave the premise to picking, by utilization of positive choice guidelines, 101 employment exercises (22%) for some formal educating; of 160 training goals expressed for those exercises, 46 were performed-sort destinations for which definite action depictions were required.

Greenberg (1968)² has done his examination in the theme "Managers And Manpower Training Programs" and this paper covers framework investigation as related to employment program with a perspective towards building up a balanced and extensive basis for assessing progressing proposed programs and providing

direction for the future projects. The reminder uses information collected specifically from various employee documents provided by 16 organizations which enlisted moves from four labor training programs.

Premila Seth (1980)³ has done her exploration in the point "Administration Training And Development: A Critique" and she has analyzed that development of top notch administrative workers in the nation is taken as more important for coping up with current dynamic environment. This has encouraged addition in the quantity of training sessions and foundations. The author feels that it is right time when training and development specialists look at whether the training is coordinating with the subjective requirements of dynamic environment. Author additionally feels that it is essential that the training fundamentals perceive the private relationship between management training logic, standards and practices for setting up judicious, objective and short comings which they may prompt for training panaceas, distraction with routine examples, and disregard of general goals.

Galagan (1983)⁴, in his research questioned that, if any of the simple or complex methods measure HRD in a meaningful way and he found that more than one-third of the members of the American Society of Training and Development responding to a survey reported that evaluation was the most difficult aspect of their jobs. So, he proposed a matrix which focused on verification, relevance and diagnosis at four levels, namely, entry capability; end of course performance; mastery of job performance; organizational performance.

Lusterman (1985)⁵ found that over two-fifths of the responding organizations reported significant changes when training effectiveness was evaluated.

Mayer and Anderson (1991)⁶ focused on possibility of certain factors that may be responsible for effective training and development in an organization and performance of individual and organization as whole. Also certain reasons are suggested for strategic planning for training evaluation and improve related activities which lead to better outcomes in any organization.

Ronald R Sims (1993)⁷ concentrated on reasons of underdevelopment of evaluation of training programmes in public agencies. Primary among them, as Brethower and Rummler (1979) suggest, was that evaluation of training meant

different things to different people. There does not seem to be a consistent definition of what training evaluation is among personnelists. A second, more fundamental, reason, which persisted even when there was consensus on the definition of training evaluation was the fact that the serious evaluation of training in public agencies was a difficult, tedious, time-consuming task which most personnelists preferred not to engage in. A third reason for not conducting evaluations was that training administrators responsible for training simply tended to assume that training will work. A final reason was that a personnelist who championed a training program felt threatened by the prospect of an objective evaluation of the program's effectiveness.

Ginsberg (1997)⁸ concluded that training has direct relationship with the employees' performance. Basically training is a formal & systematic modification of behavior through learning which occurs as result of education, instruction, development, & planned experience. Because of the practical implications of training, it is important to have training that is effective. Studies have proven that more costly but effective training can save money that is wasted on cheap but inefficient training. Therefore, training has acquired a strategic value for hotels (Partlow, 1996⁹; Boudreau et al 2001¹⁰), since service quality depends on employee customer care effectiveness (Tsaur and Lin, 2004¹¹).

Krueger and Rouse (1998)¹² examined the effect that training and workplace education programs can have on various organizations. The study included an analysis of numerous outcome variables that may be achieved through training. Variables relating to performance, wages, productivity, satisfaction, motivation, and absenteeism were examined. This paper moved away from the frequently assumed training outcomes and focused more on the relationship of training and employee commitment. The effect of this relationship on employee turnover was explored. Through an analysis of pertinent literature research paper seemed to be better understood and clarify the impact that training had on employees commitment and employees turnover.

Green et al (2000)¹³ conducted a study of several British companies found that when training sought to enhance and develop a "culture of identification"

between the organization and the employee, the intention to search for another job decreased substantially.

Valle, Martin, Romero and Dolan (2000)¹⁴ explained that the prime importance of training can be viewed from the point of view of a company, in a way that the employee training truly starts to pay off once it can see the impact of its investment translated into increased productivity. They were of the view that the value of a company automatically rose when an employee was able to successfully put into practice the skills he or she had acquired from training. Any business with the willingness to invest in employees development and training, enjoyed great results and satisfactions both in the short and long terms.

Barrett and O'Connell (2001)¹⁵ clearly portrayed the idea of reciprocity in their empirical research of organizations in Ireland. The researchers found that because of the transferability of the skills that general training offered, employees devoted greater effort and energy to general training. They founded that the outcome of training depended on the efforts that the participants putted into it. The greater the sense of debt incurred with the training program, the more of a return on the investment that organizations secured from the employee. From an employee's perspective general training found to be more valuable to employees than specific. Employees many times viewed general training as a "gift". The employers disregarded for the portability of the general skills being taught, signaled to the employee that the organization is committed to them. In line with reciprocity, Barrett and O'Connell viewed this "gift" as being a type of self-fulfilling prophecy. Organizations that invested in and provided general training made the participants feel like "insiders". The sense of being an "insider" was displayed in the employee's exertion by more effort, improved work ethic, and increased productivity.

Jinyu and Guocun (2001)¹⁶ considered the underdevelopment of the human resource as the biggest problem of economic development in China. Analyzing various government laws and policies on training and development, the authors concluded that training and development infrastructure was weak and under construction. Various surveys and the reports of "Ministry of Education" and "Chinese Management Association" indicated that there was a restrained spending

on training and development in public owned enterprises mainly due to the lack of capabilities of individual entrepreneurs ; while there was a good deal of investment in human capital at private enterprises.

Aragon et al (2003)¹⁷ said that employee training and development does not merely mean to obtain new knowledge, abilities and skills, but also the possibility to promote a learning culture, introduce employees to changes, encourage the changes of their approach, introduce the employees to important business decisions and involve them actively in the process of decision making.

Manu (2004)¹⁸ focused on five different but related aspect of Training and Development. describing selected successful models of training and development, selected methods of needs assessment for training and development programs for employers and employees, identifying selected managerial techniques that contribute to lost productivity and morale, to assess essential different business skills needed for career success and lastly, what could be done for developing a comprehensive plan or model for the creation of effective employee training and development. It was found that Total Quality Management is an excellent way in achieving and maintain excellent way to establishing any organizational goals. It was found that many organizations in the United States, great Britain, Japan like such as IBM, Ford Motor Company, Department of Trade and Industry and South Bank University, Toyota Motor Co. Ltd. and Fuji Photo Optical Co. Ltd. Etc are all successful and have adopted TQM. Research also focus on different TQM methods adopted by the organizations that have positively shown improvement in communication, increased morale of an employee, productivity, efficiency in processes, and have also reduced cost and waste generation.

Selvam M and Panchalan R(2003)¹⁹ the researcher in their study named “Evaluation of executive training at NLC Ltd.: a case study” thoroughly examined that how learning effect the workplace and evaluation of tangible or intangible benefits that are obtained from it. But it is seen training to the business are not mush prevalent and are not practiced much. The aim of the was to evaluate the effectiveness of executive training programs of NLC Limited. NLC Ltd is a public sector company located at Neyveli, Tamilnadu. There were seven major factors that

were identified and adopted for the evaluation of training in this company. Further it was divided into relevant sub-factors that were incorporated for further assessment. Almost fifteen executive were selected for this training program on the basis of random sampling technique. Further from each training program fifteen respondents were selected for the evaluation purpose. It was found that training program those are conducted in an organization are generally very effective. This type of training method hold upper hand out of all other seven method of training in an organization as it reflects clear picture of change that employee under go after undergoing any training process. The transfer of learning to the workplace as a major factor contributed significantly to only four out of 15 training programs chosen for evaluation. It clearly depicted that there was lack of follow up activities after training at NLC.

Taylor and Davies (2004)²⁰ investigated the training relationship with remuneration in the accommodation industry and used training profiles for gathering detailed information regarding the nature and types of trainings of employees of accommodation industry in order to find relationship of training with remuneration in accommodation industry. In same way Tom Baum et al., 2007 worked on skills and training in the hotel sector of Northern Ireland and studied the training profiles of hotel employees for getting detailed data about the nature and type of training which has been gained by the hotel employees.

Das (2005)²¹ studied with training and development strategies in IT industry. Also Current trends and common practices used in IT industry being one of the most upcoming and most contributing sectors for any countries economic growth and development. Every public and private sector explores Human Resources and professionally manages them with training and development program so as to achieve excellence in their respective fields and task. Also IT companies are investing in value chain for development of their people and so people those are considered to be an asset of any organization/ company, increases productivity of the clients with their competent and trained employees for present and future growth.

Otero and Mcchosan (2005)²² were of the view that to get effective motivation, the learner should be put in the centre of learning: the starting point must

be a question from the learner. The learner must be allowed to decide about important elements of the training structure, as well as for the learning process itself (communication, collaboration, even co-instruction). To keep the learner motivated, modularization of the learning was an essential element, as well as customization of the material.

Zhao (2005)²³ in his paper named “Management of corporate culture through local managers’ training in foreign companies in China: a qualitative analysis” argued that corporate culture is a complex phenomena. The researcher revealed that revealed certain facts that in foreign companies local managers train themselves for challenging task to manage cultural differences in multi cultural societies. Local managers generally find one important solution to all the challenges in dealing with business and local people is education and training provided to them on the job. Therefore, this study explores the effects of local managers’ education and training on corporate culture in foreign companies in China. The author also revealed different training forms by using qualitative research technique, the paper also presents the training in general in terms of How corporate vulture is established and is evaluated on basis of different criteria. Further General training is classified into two types of training first is formal training that refers to indispensable to the survival and development of the corporation, and another refers to informal training that happens without any prior planning i.e., without any deliberate efforts, design or purpose. It was also proposed that this kind of training lay great emphasis on values and rituals related to any business.

Adomi (2006)²⁴ laid focus on positive relationship between job rotation and motivation and efficiency of the employees. Researcher revealed that job rotation which is one of the methods of training program helps in reducing boredom of the employees and motivated them through diversification of the task. Learning new skills not only help in reducing boredoms but also expand the horizon of the employees. Also helps in realization of the hidden potential in individuals.

Albert Leung (2006)²⁵ described a model of information technology (IT) training which was unique in three ways. Firstly, the model established trainee’s reaction as one of the primary training outcomes rather than as merely an intervening

variable in training. Secondly, the model was constructed in an organizational context to fully reflect organizational influences on the four training outcomes; namely, trainee's reaction, learning performance, training transfer to workplace, and organizational performance. Thirdly, the model integrated all the essential influential factors and performance measures in four major categories -- individual characteristics, organizational factors, motivational elements, and training outcomes. Overall, the conceptual model, which was built on a thorough review of the literature, provided a solid foundation for more in-depth research in the future.

According to Deckop et al (2006)²⁶, development reduced the turnover rate of employees. Advancement opportunities not only reduced absenteeism, but also increased employee commitment and satisfaction which helped in reducing turnover. The mentor role and job challenges, recognition and organizational programs played a vital role in the development of employee management skills. Development opportunities encouraged employees to adjust with difficulties on the job and enhance the chance to remain in their current job. According to Deckop training was an important part of various HRM practices, which were used for retention and development of employees.

Hasan (2006)²⁷ concluded that based on the theory of TAM and related research, it was reasonable to believe that trainee's reactions played a more important role in IT training and were considered a direct IT training outcome instead of just a moderating factor. The difference from research in management training was probably due to the different interpretation of reactions. The desired reactions, from the training point of view, focused on the trained technology or IT skills rather than on trainers and training structure.

Murphy et al (2006)²⁸ concluded the correlation between training program and employees motivation. Author argued that there are many factors those motivate the employees to excel in their desired fields by having positive approach for adapting new skills and competences in the competitive world. Such program helps in improving confidence levels and self esteem of the employees. Furthermore, there is enhancement of higher level of career satisfied and future promotions opportunities according to level of performance given by employees at different

levels and on different task. Researcher also tried to focus on hurdles faced by employees and origination while focusing on training to motivation. It was found that there in insufficient knowledge about the training program and lack of financial support and recognition from the employers. According to researcher organization should be overcome such barriers and must promote better training programs and its implementation.

Owens (2006)²⁹ study centered on the overall impact of training. He was able to find a correlation between commitment and turnover. The study found that employees that had a higher level of commitment also had a higher level of turnover cognitions. A higher score in turnover cognitions indicated that the employee had a more favorable attitude and was less likely to consider turnover. By applying the results of his survey to independent t-tests, Owens was able to determine that trained employees had a mean turnover cognition of 31.15 and organizational commitment of 83.54. In comparison, the untrained employees had a mean of 28.94 for turnover and 75.87 for commitment. By separating the trained and untrained employees, Owens was able to show that the more committed employees were, the less likely they considered turnover.

According to Professor Pierre Casse and Professor Eoin Banahan (2006)³⁰, the different approaches to training and development needed to be explored, it came to their attention by their own preferred model and through experience with large organizations. The traditional training was continuously facing challenges in the selection of the employees, in maintaining the uncertainty related to the purpose and in introducing new tactics for the environment of work.

Raquel Velada et al (2007)³¹, In their study on 'The effects of training design, individual characteristics and work environment on transfer of training' aimed at gaining insight into some of the factors that determined the transfer of training to the work context. Data was collected at two points in time from 182 employees in a grocery organization. The research examined the relationship between three types of predictors on transfer of training, including training design, individual characteristics and work environment. They founded that transfer design, performance self-efficacy, training retention and performance feedback were significantly related to transfer of

training. Contrary to expectation, supervisory support was not significantly related to transfer of training. On the basis of findings they suggested that in order to enhance transfer of training, organizations should design training that gives trainees the ability to transfer learning, reinforces the trainee's beliefs in their ability to transfer, ensures that training content is retained over time and provides appropriate feedback regarding employee job performance following training activities.

Vemić (2007)³² said that understanding the phenomenon of employee training and development required understanding of all the changes that took place as a result of learning. As the generator of new knowledge, employee training and development was placed within a broader strategic context of human resources management. The strategic procedure of employee training and development needed to encourage creativity, ensure inventiveness and shape the entire organizational knowledge that provided the organization with uniqueness and differentiated it from the others.

Olaniyan and Lucas B Ojo (2008)³³ reviewed a conceptual paper and came with a view that there is immense need for improvement in productivity and become universally accepted on the basis of its efficiency and effective training model. Further to be advance and retain in market and competition it is important to have advance development should be there in training model and good amount should be invested in such process. It was analyzed that training and development is systematic development of knowledge, skills and attitude, that are most required element to achieve motivational levels and overall new and improved organizational goals that helps it to retain and grow in the competitive business. It was observed that new entrants have various skills that are either inherited or learned but not all are useful for the organization. Therefore it became mandatory that specific training program should be conducted on timely basis so as to upgrade specific skills, knowledge, ability and methods employed by employer in workplace accordingly. Training could be in the form workshops, seminar, and conferences and should be made compulsory and mandatory for all.

Pawar and Chandra (2008)³⁴ studied methods of improving quality of the training objectives and assess the effectiveness of overall training methods. Also

possible benefits of training. According to the researcher training and development program enrich learning more effectively efficiently. However, evaluation process should be discussed with training so as to make further improvement.

Prakash R Pillai (2008)³⁵ laid its focus to analyze the influence of Human resource development department engaging in learning orientation programs among bank employees. The focus was made on capability of the employee that any employee who is capable is surely an asset for the organization and works positively in achieving set goal and target of the organization. Also employee proficiency plays a vital and important role while facing any diverse and challenging task. Human resource development professionals have become more focused and work on very sensitive issues i.e., how to manage talent of an employee which could bring value added benefit to the organization, how every employee should be engaged in some productive work and other related tasks to improve its ability to overcome problems in organizations. Lastly employee retention again is a challenging task for an organization that HRD department of each organization works on so as to control cost and time aspects.

Simon Peter Okanya (2008)³⁶, in his study explored the link between human resource training and organizational performance in a complex public service organization. The study focused on the complexities involved in reconciling organizational performance and employee satisfaction through training. The main aims of research were to establish the relationship between training and organizational performance, to examine the relevance of the current training strategies for the LG immediate needs, to analyze the impact of training on employees and the organization. Using the theoretical insights of the Human Capital Theory, the human resources based view and the capability approach and the universalist, configurational and contingency models of training, the main findings of this study indicated that there were overlaps in the theories and models in relation to training and they could facilitate or inhibit the development and utilization of organizational or human potentials. He suggested that training episodes and returns cannot simply be reduced to a dichotomy of general or specific, rather a more subtle differentiation is paramount.

Yezdi Nagporewalla (2008)³⁷ a report on 'Gaps in Indian Automotive Servicing' was presented by KPMG looking at the evolution in vehicle technology, product range and quality in the Indian market and skills required to service vehicles. It found that now vehicles required sophisticated tools and equipment for problem diagnosis and correction, which can be handled only by trained technicians. The main aim was to look at, does the industry had adequately trained manpower to support the required growth in automotive servicing? It also aimed at searching for the gaps and how can they be addressed? In the research it was concluded that the sector faced key gaps in terms of numbers and skilled manpower. It was estimated that the automotive service sector would require manpower of about 0.5 million over the next 10 years. To meet this requirement, it was suggested that industry players should closely collaborate with technical training institutes to ensure a steady supply of trained employees. At the same time, it was needed by the players to take steps to improve their employee retention, through focused recruitment and improved career planning and management.

In a study on 'The Effectiveness of Training in the Public Service, by Haslinda and Mahyuddin in 2009³⁸, public service employees were evaluated at five levels of evaluation, namely, the reaction, learning, behavior change, results and transfer of training levels. But the factors that affected the effectiveness of training in the public sector included lack of support from top management and peers, employees' individual attitudes, job-related factors and also the deficiencies in training practice.

Ice (2009)³⁹ The author focused on induction training program of new employees those are included in training and development program in any organization. Orientation and induction program have become in most of the organization so that new employees could learn and adapt the work environment of that organization. Induction training program familiarize the employee with systems, rule and regulations, method of working and certain important aspects that help any organization to excel. In fact, training and orientation program is considered to be an important in any organization as it is part of strategic planning. It is also referred as on-board training programs. Such type of training boost the confidence of the

employee and help them to get settled in new work environment with new people and systems. It not only have positive effect on employees based on its adaptability in fact it is helpful in reducing cost and proper utilization of time for the organization. The author also focused that it gives quick awareness of the culture, vision and mission of the organization. It is also noted that in case employee need any other further improvement, induction training help identifying that area for further improvement.

Karthikeyan et al (2010)⁴⁰ assessed the effectiveness of various facets of training i.e. employee's attitude towards training inputs; quality of training programmes; application of training inputs to the actual job. Findings indicated that effective training had a direct and positive influence on growth & result of the banks.

Marinos et al in 2010⁴¹ raised the concept of training old employees on Information & Communication Technologies. For this they conducted a case study in different EU countries i.e. UK, Spain, Greece and Portugal. They found that industries were not much interested in training their older employees. On the basis of responses of their participants they concluded that IT related employees dealt with a lot of changes in their work environment as the progress of technology was rapid. This meant that they needed to improve their skills and re-qualify themselves at all time. An efficient way to do so was through distance learning and online courses. This category of people had different skills, requirements, and capabilities. In order to address this issue, they carried out research in this area and proposed a framework that could support older employees. The proposed framework was tested in different European countries and the participants found it very helpful and important.

Pilar Pineda (2010)⁴² The author in his paper evaluated training and development model that was applied in on of the Spanish organization and tried to integrate all dimensions of training and its effect on performance of organization at global level. Also author tried to lay focus on satisfaction level, loyalty learning pedagogy and impact of transfer of employees from department to another or transfer from one place to another. According to the findings author viewed training as key strategy for human resource development process and thus achieve organizational goals. Many good companies in public and private sector including service sector,

invest huge amount of money, time and other resources in training and development and thus achieving organizational goals. But there were very few industries those go in-depth training because of lack of knowledge of applying appropriate tool and training program. It has become important model which has interesting and practical implication.

Prabha et al (2010)⁴³ in their study 'Service Quality in The Public Sector' stated that the service quality gaps indicated that the public service department failed to meet the expectations of their customers. The results of this analysis provided evidence that service provider gaps should be reduced. In order to bridge the gap the public service department needed to provide more training to the Front Line Employees (FLE) to enhance their customer service skills. The training should focus on FLE ability to help customers resolve their queries and problems quickly. In the process of resolving such problems, they should show a caring, courteous attitude and a sincere interest in helping customers. Furthermore, FLE should improve their knowledge and skills so that they can provide a fast and reliable service to their customers.

Sita Mishra (2010)⁴⁴, did a research on Internal Marketing, in which her objective was to analyze HR challenges in service industry globally and specific issues to Indian service industry, to understand role of employee in service encounter, to review and provide a critique on the literature on internal marketing and its impact on organization and to provide rationale behind adopting internal marketing and identifying areas where Internal Marketing could play a vital role. Through her research she concluded that organizations corroborate that their employees are their most valuable resource. Keeping talent within organization is now becoming a central goal for HR professionals. Organizations provide freedom to their employees to perform by attaching them to a right job profile according to their preference and they were constantly encouraged to grow up the ladder through regular trainings. The training should be focused on what the employees are expected to achieve. Along with the motivation, they should also be equipped with enough tools to help themselves on their way. Service industry organizations now recognized the importance of quality and attempted to exceed the expectations of customers. For

this reason it was essential that the employees were motivated through different means one of which was training which may help employees to understand their role in organizations growth. So that they consistently delivered a high quality service experience to the customer.

Training and education spread the knowledge of continuous improvement and innovation in service process to attain full benefits and business excellence. Talib and Rahman (2010)⁴⁵ reported the critical role of training and education in maintaining high quality level within the service industry.

In 2011 report of Society for Human Resource Management (SHRM)⁴⁶ 'Employee Job Satisfaction and Engagement' survey of U.S. employees was presented. The objective of this survey was to identify and understand the factors important to overall employee job satisfaction and engagement. This knowledge helped organizations better understand and appreciate employee preferences when developing programs and policies designated to influence these areas. The survey explored 35 aspects of employee job satisfaction, divided into four topic areas—career development, relationship with management, compensation and benefits, and work environment. The major findings from this research revealed that employees were overall satisfied with their jobs, with 41% "very satisfied" and 42% "somewhat satisfied." They looked for security in their job and their organization's finances. They looked to build a better relationship with upper management. On the basis of these findings it was concluded that HR professionals were strategically situated to help their organizations cultivate a culture that promoted employee engagement and job satisfaction through policies and practices, training line managers to better communicate the company's mission and vision, and involving line managers in the organization's strategic planning. It was also suggested that HR professionals could evaluate their employee engagement and job satisfaction by benchmarking their organization's employee survey results against others in their industry and against organizations of similar size.

Atif Anis et al (2011)⁴⁷ in their study revealed the concept of employee retention and they said that employee retention was a critical aspect for every company regarding competitive advantage because human resource is the most

critical asset of today's modern world. Other resources can be arranged effortlessly but to get efficient and retain talented human capital was the most difficult task. Therefore, organizations were now more focused towards employee retention. Organizations used different HR techniques for retention. Their main emphasis was on compensation packages after employee training and development practices for retention purposes. For this purpose a study in Lahore was conducted and data was collected from 330 respondents of corporate groups. Results revealed that retaining employee's long term, after their training and development has been completed, without increasing their compensations was not as favorable as, when compensation was increased to reflect the completion ability to apply their field related skills and capabilities.

Fakhar Ul Afaq (2011)⁴⁸ conducted a research study at 'The Pearl Continental Hotel', Karachi, where the researchers worked as a management internee to study employee's training and their resulting performances. For this training examination was investigated regarding their impact on six performance dimensions, which were, 1) work safety; 2) job preparedness; 3) hotel hygiene; 4) physical maintenance of rooms; 5) interactions with guests; and 6) preparation for serving customers in different ways. Data was collected in two phases from 160 employees of 5 different departments, namely, Front Office Department, Food and Beverages Department, Guest relations department, sales department, HR department and Housekeeping department. In the first phase employee's training profiles were developed. Second phase of data was collected after completion of internship of employees in which they were given 'performance inventory' to fill on self administered basis, this contained total 18 statements about work safety, job preparedness, hotel hygiene, physical maintenance of rooms, interactions with guests, preparation for serving customers in different ways in such way that total 3 statements were assigned for measurement of each variable. On analyzing the data it was found that there was significant relationship between the individual training factors and resultant performance dimensions. The employees who had more on the job experience had better performance because there was an increase in the both skills & competencies because of more on the job experience. One more major

finding was that employees which had passed more time in getting different training had shown better performance because the more the employees passed time in getting training the more chances were availed by employees to learn new things. The employees which had taken high scores in the training examination had also shown better performance because the training examination appraised the acquired skills level of employees gained by employees after taking training. It was concluded that employees training had significant relationship with the performance. The more training meant high performance and vice versa. The skill & competency levels of employees were heavily dependent on the amount and type of training they get. It was suggested that the study of relationship of the employees' training with performance was important for today's managers because the modern business trends demanded more efficiency, accuracy and effectiveness in less time and cost and this could be achieved only through design, development and deployment of excellent training programmes to the employees.

Ongori and Nzonzo (2011)⁴⁹ analyzed the importance and need of training and development of employees in an organization. The study also critically examines the approaches and evaluating techniques that are applied in training and development of employees in an organization. The study focused that training and development of employees in an organizations are very much necessary for its survival, growth and future development. Also it has become critically important because of increased competition. Adding further, training and development has also become an issue of strategic importance and is being practiced in many organizations in both developing and developed economies of the world. Many other researchers also concentrate on the benefits of training in general. However, there is limited focus on evaluation of training and development practices.

Khan et al (2011)⁵⁰ focused to understand the affect of training and development in an organization and performance of the employees. Also the researcher focused on importance of training and development in this world of competitions and challenges. The study was conducted in various organization of Islamabad, Pakistan. Nearly 100 employee from different organization were evaluated. The study sample comprised of 100 employees, both males and females.

Close ended questionnaire were developed and likert scale was used to collect and evaluated the result. Though training and development related t employees but it directly relates to attaining overall organizational goals. The study certainly evaluates the importance of training and development within an organization and effective measures that could be taken to make understand how good delivery of employees in work will provide added benefits not only to overall development of the employees but also of the organization. Many descriptive studies were reviewed and four hypotheses were developed to see how independent variable laid impact on the overall organizational performance and it was observed that methods like On the Job Training, Training design, its delivery style shows significant affect on performance of the organization. Also these parameters have positive and significant affect on overall organizational goals and performance. It was concluded in the study that training and development laid positive effect on performance of the organization. It was also observed that organizational training not only saves money but time also as training and development program make employees more efficient and effective in their work.

Naizi (2011)⁵¹ the researcher focused on an important issue of increasing gap between the required skill vis-à-vis attained skills, which is off course a result of insufficient training and development programs for employees to meet the customers need. Potential is not been recognized and ultimately is leading to inefficient work force. For study four hypotheses were formulated. It was observed that strategic T&D, training need analysis, line manager's active involvement, T&D formalization, its implementation and evaluation and employee performance had positive relation with organizational performance. Therefore, T&D is most important and integral part of any organization. The study was carried out in FMCG industry and it was observed that this industry has marked change at global level, change in business environment had compelled industry to become learning organization and stay ahead in competition for survival and growth. Many innovative strategies have been laid and emphasize is on to planning, designing, implementing and evaluating the training program so as make sure that companies and gaining competitive advantage.

Also such training program helps gain organizational objective more efficiently and effectively.

Newman , Thanacoody and Hui (2011)⁵² focused on examining the impact of employee perceptions of training based commitments in organization, and what relationship it form with the with turnover of organization based on specific training provided. The study was conducted in Chinese service industry. The results of the survey were found to be consistent with social exchange theory. The focus was mainly on the importance of training as a tool to enhance the affective organizational commitment of the employees, and this reduce employee turnover. The findings suggested that no such evidence were found those indicated motivation to learn and further perceived benefits of training that laid impact on the organizational commitment of employees. For the above situations three factors were taken into consideration firstly, the involuntary nature of employee training. Second, the limited career development opportunities on offer to local employees of multinational enterprises and lastly the difficulty employees face while they apply skills that they have learned.

Owoyemi, Oluwakemi Ayodeji (2011)⁵³, In 'Enhancing Employees Commitment to Organization through Training', studied the relationship between training and employees commitment to their organization by studying 250 management staff of a financial firm based in South-Western part of Nigeria. He found that training was positively and strongly correlated with employee's commitment to the organization. The statistical analysis done showed that the more training given to employees, the stronger employee's commitment to the organization. The major finding was that businesses that were operating below their expected labour productivity levels prior to providing and implementing new employee's training, learning and development programs that resulted in significantly larger increases in labour productivity growth should understand the significance of training programmes to employee's productivity and organizational objectives. Based on the findings, suggestion was given that by adopting and increasing employees' training, organizations were likely not only to support the growth and development of their employees, but conversely, creating and facilitating

increased organizational output. At the end they concluded that training not only improved the technical and non- technical skills of the employees, but it could also be used to get employees committed to the organization. Employers should, therefore, invest more in training, learning and development of their employees in order to ensure better performance. On the other hand, the major limitation of this research was that this research has adopted a one-sided approach of the effect of training, learning and development on employee attitude in terms of commitment. Training from another perspective could be expensive and cost-effective which was not taken into consideration.

Syed Akif Hasan, Omer Rahat Jameel and Muhammad Imtiaz Subhani (2011)⁵⁴ attempted to understand the effects of the Business Embedded Training Model and the Traditional Training Model on employees' job motivation. For this a sample of 80 organizations and 1000 respondents was taken and Group t-Test and Log Linear Logic techniques were used to evaluate that which training model was preferred over the other by the service industry and which training model had more positive effects on employees' job motivation. The study revealed that Business Embedded Training Model had more positive effects on employees' motivation than the Traditional Training Model.

Madhumita Mohanty (2012)⁵⁵ explained how corporate world had changed after privatization, globalization and liberalization. Training is also needed to gain, adapt new skills and abilities. Also training and development helps and works as foundation stone of highly skilled and motivated human resource. It helps in improving overall performance of the organization effectively. Suitable training can bring improvement in working and working condition styles of the organization and thus employees adopt and try to learn and practice new style of work to improve efficiency & productivity of the business enterprise.

Purohit (2012)⁵⁶ studied existing policies and practices being followed by Indian co-operative banks to assess the satisfaction level of their employees and appraisal of employees for T&D and Rewards a& recognition. It was also observed that T&D helped employees to gain better understanding of job and hence increase

skills and knowledge. Extensive training help in continuous development of the employees and organization as whole.

Sultana et al (2012)⁵⁷ studied training practices being followed by telecommunication sector in Pakistan to determine and examine the performance of the employees. Based on both primary data which was collected by means of questionnaires and secondary data that was collected through different journal, newspapers, article and other government published and unpublished sources, research unfolds the truth that for any organization training programs, training design and its successful implementation is very much necessary for better productivity and overall growth. The researcher focused on describing three features of professional commitment, firstly, every employee should consider goals of its organization as his own career goal. Secondly, always show enthusiasm for well being of organization Always ready to exert high level of energy for the well being of organization. Lastly, always be willing to be a part of organization for long term. The study was conducted among employees of five telecommunication service providers where 360 respondents filled up the questionnaire. It was observed that most of the organization conduct their training programs without any specific preparation and is done on ad hoc basis, but other organization go under proper planning and conduct training programs after designing appropriate method so that result can be measured accurately and near to ground reality. Also the author focused on choosing appropriate training program according to the needs and problem of the organization for future growth and prosperity. Furthermore, if appropriate training programs are scheduled in an organization then it would ultimately lead to lowering of the cost and save time. Number of hypotheses was formulated for the research based on salary, job involvement, performance etc. which were directly related to the research questions. The fundamental hypothesis states that there is positive effect of training on employee performance. Author describes training as method of filling gap between the what should happen and what exactly is happening in the organization. Also training helps in enhancing skills, ability and competency of the worker and their performance which ultimately is good for the organizational growth. Finding also suggest that training being an important and critical part of the organizational

structure, organization those invest in their employee training tend to service in cut throat competition.

Topno (2012)⁵⁸ concluded that training and development enhances employees efficiency and thus develops a systematic way by which employees performing their specific assigned duties and tasks. Also it fills the gap between job requirement and present specification for employees. Training requires time, energy and money unlike all other important task in any organization. To increase employee productivity and employee retention in organizations it becomes mandatory for organizations to invest on training programs. Not only this, it is helpful in career progression and employees job satisfaction over long period of time. Organization must continuously evaluate training and development programs in order to study the most used model and the issues which lead to ignorance of evaluation as well as in the course of evaluation.

Ameeq-ul-Ameeq (2013)⁵⁹ explained the importance of training in hotel industry. Training is a very important element to enhance profitability of any organization. Almost every organization specifies training schedules and the main purpose of the training is to develop and enhance the employee's skill which eventually makes the organizations still more profitable. The study focused on effectiveness of the training programs organized by the HR departments of the hotels industry in helping employee development and performance on completion of their task.

Amir Elnaga and Amen Imran (2013)⁶⁰ researcher laid stress on importance of employee for any organization and considered it to be the blood stream for any organization. Top management should realize its importance and aim to provide them effective training so that organizational goal can be achieved effectively. The study was conducted to effectively administer the effect of training on performance of employees. Training is a process that enhances the skills of the employee, its knowledge and competency that are necessary to inform job effectively and efficiently. It was observed that overall impact of training on organizational competitiveness, revenue and performance was positive. It was also observed that majority of government and private organization and international organization are

currently not realization of how important training is for any organizational progress and hence economical growth. Objective of the research is to investigate the meaning and importance of training and its significance of employee's performance. Also to explore the relationship between training and performance of the employees. Furthermore, researcher intended to develop certain guidelines to assess performance of the employee. The research methodology is based on secondary data where relationship between training and performance of employees. It was concluded that training and development should be a continuous process and organizations should focus on it so as to identify the problem areas and rectify those later with effective measure of training. Every organization should try to design the goals in such a way that individual and organizational needs should be identified and worked upon accordingly. According to the researcher training is necessary only for the present exciting employees but also for new employees so as cut down the cost.

Ashar et al (2013)⁶¹ the main objective of the study was to investigate the association between perception of employees and commitment of employees towards the job and further employee turnover ratio. It was investigated that to survive in this highly competitive business environment every organization focus should be on improving its human resource. All other business resources are directly or indirectly linked with the human resources and thus it becomes very important for them to keep it up to date and running so as to bring new heights to the business. The objective of the study was to study perception of the training that includes its availability and supervision that supports training program. Later investigation was conducted to find the effectiveness of commitment of the employees towards its job. The researcher formulated three hypotheses based on the mentioned objectives. First hypotheses framed were H1: Perceived availability of training has positive relationship with affective commitment, H2: perceived supervisor support has positive relationship with affective commitment, H3: Affective commitment has negative relationship with employee turnover intention are strongly supported. Total 150 questionnaires were filled from the perspective employees and statistical tool was used to measure and analyze the data. The bank and telecom industry employee were the immediate respondents for the study, as these sector provide regular training to their employees.

Pearson method and linear regression methods were applied to analyze the data. Five point likert scale was used to measure all the response of the employees. The findings showed that there was positive association with both perception about the training and effective commitments. But on the other hand there was negative association of affective commitment end employee turnover ratio. The study had been very useful for the managers to understand relationship between training, attitude and organizational performance. Managers also try to develop better and positive relationship between employee and organization so as to cut the cost by reducing turnover.

Jadhav (2013)⁶² studied effectiveness of training and development of Bank employees to discharge their duties. Also how training and development programs helps to achieve customer satisfaction. The study concluded that both public and private sector banks undergo T & D programs to improve efficiency. Also such program enhances knowledge and skills to satisfy customers. Indian banking sector has marked positive growth chart which is the outcome of T&D program.

Nda & Fard (2013)⁶³ Training has created a buzz in world of business and is a result of immense competition to stay ahead. Human resources departments are really working hard to provide best of training method to their employees and are ready to invest huge amount of money and time on this venture. Human resource department have become very keen to train their employee and make them prepared for the immense competition they might face in near future at almost every step. Human resource department have started realizing that. According to the researcher effective training and development have both long term and short term benefits on organizations growth. Researcher had used both secondary and primary data. Secondary data was collected from various sources like magazines, newspapers, and other sources. Primary data was collected form respondents by the means of questionnaires. The study focused on employee productivity. Employees generally become exhausted from day to day jobs, and therefore making training and development programs help the employees to adapt to the continuous learning and thus helping adapting different type of skill and knowledge those are invaluable. These changes are due to the organizational, technological and social changes.

Therefore, in order to achieve organizational goals and gain optimum returns from their investment, organization had taken training and development as most important and effective techniques which is useful in long run. However, the most vital asset for any organization are its dynamic employees. And training and development act as an instrument that aid human capital in exploring its boundaries. Training and development is thus is the foundation stone for productive growth of an organization.

Pallavi P Kulkarni (2013)⁶⁴ focused on the role, importance and advantages of training in an organization and its positive and important impact on development and growth. Training plays an important role in any business where there is hard competition and challenges. Training is considered to be the most important nerve that helps in fluent and smooth functioning of work that helps in enhancing the quality of work life of employees and overall organizational development. At managerial level, training is more focused in developing knowledge, values, attitudes and behavior in addition to specific skills rather than any physical skill. So, every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization. Quality of work life is a process in which the organization recognizes their responsibility for excellence of organizational performance as well as employee skills. Training implies constructive development in such organizational motives for optimum enhancement of quality of work life of the employees. These types of training and development programs help in improving the employee behaviour and attitude towards the job and also uplift their morale. Thus, employee training and development programs are important aspects which are needed to be studied and focused on. This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life.

Punia and Kant (2013)⁶⁵ studied the factors those affect effectiveness of training programs and its implications. The findings suggested that there are many factors which affects training effectiveness for instance: motivation, attitude, emotional intelligence, support from management and peers, training style and environment, open-mindedness of trainer, job related factors, self efficacy and basic ability etc.

Eta Wahab et al (2014)⁶⁶ explained training as one of the most important function of human resource in any organization. According to researcher effective training helps in increasing the efficiency and the effectiveness of both employees and the organization. The researcher focused evaluation of employee's evaluation, motivation and perception about various training program run by the respective organization. It was found that there was no systematic and strategic approach for conducting such training programs. The main obstacle in effective training and development program was organizational environment and the political intervention.

Falola (2014)⁶⁷ according to the researcher training and development are the most important strategic tool to enhance and upgrade any employees performance and keep organization running effectively and efficiently. Increasing budgets of the organizations increases the burden of expenditures in this competitive world. The study mainly focused on certain objectives firstly, how effective training and development increases the performance of the employees and thus organizational advantage in Nigerian banking systems. The study was done using descriptive research. Over 223 questionnaire were filled which were completed by staff members of the selected banks in Lagos State, South-West Nigeria using simple random sampling technique. The result had strong relationship between training and development and performance of employees and competitive advantage to the organization. For the study two hypotheses were designed based on behavioral techniques which had no significant effect on performance of the employee and organizational effectiveness. Another hypotheses should negative impact on cognitive training techniques on optimal performance of the employees. The significance of the study was to realize the need for improvement and expansion of the job. Most of the organization work for job enlargement and enrichment techniques to promote morale of the employees, also it helps in promotes motivational level and satisfaction of the employees. The data collected was measured using 16 item instrument and information was collected based on age, sex, marital status etc. and five-likert scale was used. The researcher concluded that training and development programs are very important for the survival for any organization. For effective and better performance of employees, adaptability to

changing environment and technological changes, it is very important become more creative and enhance problem solving skills. Timely training should be given to the employees so become more skilful and knowledgeable.

Hameed et al (2014)⁶⁸ conducted study with the bank employees. The main objective of the study was to study the opinion of the employee that what they perceive about the training and development in general. Also how effective they are if done in any organization with respect to performance and satisfaction. Later suggestions were asked from the respondents for its improvement. The study was conducted on the basis of primary and secondary data. A survey technique was used to and data was collected from almost 200 respondents from banking sector in Nagai district. Stratified random sampling was used to analyze the data. Factor analysis was also used for the analysis. Being one of the crucial sector training and development is most important activity in an organization to maintain its viability and knowledge. Researcher tried to focus on improving training and development In order to improve efficiency of the employees in present job and gain eligibility to set himself or herself at higher levels. With technological changes in banking industry it becomes very important that employees should be adaptable and keen in gaining knowledge and learning the change. It has become important tool to retain the employees and customers as they experience fast and hassle free environment while making any kind of transactions. Therefore researcher concluded that timely evaluation of successful training and development program should be done in an organization.

Happiness Ozioma Obi-Anike and Michael Chidiebere Ekwe (2014)⁶⁹ stated that the main objective of the study was to assess the impact of training and development on the organization effectiveness in public sector in Enugu. The focus of study was laid on to determine what challenges could be associated with training and development. Also what are possible benefit of this to employees and overall organization performance and goals in public sector. Three hypotheses were drafted. First, hypotheses were based on cost involved and lack of qualified personals which possess challenged and barrier in attaining organizational goals. Secondly, training and development certainly increase job satisfaction in employees and in turn reduce employee turnover, which directly or indirectly effect or increase the cost. And

lastly, third hypotheses are based inter-personal relation and the team work that laid positive impact on overall organizational performance. It was observed that in spite of various government interventions and immense effort the result were not up to the mark, in fact they were very poor and inefficient. If policies are not being executed properly then definitely the problem may effect the to an enviable heights. The study was conducted on the basis of survey and the respondents were the staff of public sector that included department of Petroleum Resources (DPR), Nigerian National Petroleum Corporation (NNPC) and National Emergency Management Agency (NEMA). Primary and secondary data was collected through various questionnaires which was filled by administrative staff, personal interview were also conducted to know that insight view of what was not mentioned or highlighted in the questionnaire. Secondary data was collected from various journals, textbooks, and internet. 5-point Likert scale format was used for the questionnaire. The generated data was further presented and analyzed and tested using chi-square, Pearson's Correlation and linear regression at 0.05 alpha level with the aid of computer through the application of Statistical Package for Social Science (SPSS15 .0 version). It was concluded that major benefit of training and development in public sector is to increase job satisfaction among employee and hence reduce employee turnover. It was also concluded that Inter-personal and teamwork are considered to be the major effect os training and development on performance of the organization. Effective training always bring long term returns for the organization and if these training session continues and maintained properly then it might bring highest returns for organization.

Kavita (2014)⁷⁰ stated that financial development process in India has hinged effectively on the development of banking system. Due to the introduction of Liberalization, Privatization and Globalization (LPG), Information and Communication Technology (ICT The Indian banking industry is continuously going through a process of transformation since nineties.), growth of banking sector in India is the result of skilled manpower which is the outcome of training and development. The author focus on studying existing status of training and development programmes of employees in banks. Also study examines the

effectiveness of employees in fulfillment of their duties. The study was conducted among bank employees and it was suggested that to enhance training and development certain strategies are to be adopted, and to deal with the existing challenges because of neck to neck competition training and development in need of hour. Further study focus on suggestions, that training and development is inevitable and unavoidable in any sector. Evidence show that employees who were trained on a regular basis provide higher quality services to the customers than who are untrained or under trained. There is need of developing coherent corporate culture rather than ad-hoc programs for an integrated and proactive training and development strategy especially in a service oriented industry such as banking, where people are among the most important assets. Adding further, in this era of immense competition Bank must efficiently manage its employees during every phase of employment. Almost all public sector banks undergo effective training and development programmes for their employees to increase their efficiency, their knowledge and skills so that can satisfy the customers by understanding their need and set of problems.

Kum et al (2014)⁷¹ the study was carried out in ESCON Company which is privately owned company. To study whether there exist any link between training and employee performance. Also the study laid its focus to investigate various factors those effect training and development of employees and further to determine the impact on productivity of the organization. Further investigation laid its focus on strategies to be made that helps in improving the training and development of the employee of the mentioned organization. ESCON had always focused in providing efficient, reliable and quality consultation and further training services to its employee to perform well and gain knowledge and skills, both in public and private companies. With this company had always focused on its work potential and gain respect in delivering high quality services to its customers. ESCON follows certain values where they consider their customer to be the most valuable assets for the company therefore, it become a major responsibility for the organization and its employees to deliver best to their customer. In terms of certain critical and essential skills required by the company it experience shortage of such employees which include managers, professional project managers, candidate project managers and

qualified artisans etc., which in turns is dangerous and barrier in delivering quality and efficient services to customers which in turn is responsible for negative growth for the company. Company released that success of any project depends upon how it (project) is implemented and further executed. Therefore lack of training and development program certainly increase the number of mistakes that effect directly to the quality of the project offered and thus bring negative image of the organization. It was concluded that companies those invest in their human resource and its development and view training as an opportunity to increase their productivity for long-term, have positive effect on the organization and its overall development. On the other hand investment on workers give long term productivity and performance which in turn is useful in competitive world. Also training program help in assessing the problem areas and essential feedback laid strong foundation for improvement.

Nischithaa and Rao (2014)⁷² reviewed in an exploratory study based on various literature those focus on training programs within the hotel industry. The author made an effort to explored need of training of employees in hotel industry and how effective it could be in development of this segment. It was found that since training and development is important for all every sector but hotel industry laid its focus on new perspectives. The author differentiates between training and development and further describes it as two sides of the coin. Training is an activity that is basically designed to provide learners with the knowledge and skills needed for their present jobs on the other hand development is the learning that is defined beyond traditional definition of job that was defined long back. It has a more long-term focus than short term. Also training can be done by all staff, whereas development is usually undertaken by the trainee's, supervisors or the managers. Training is more specific whereas, development focuses on long-term professional goals. During training the employee or the trainee try to learn specific skills whereas in development it is process to meet organizational goals and expand career, analyze strengths and weaknesses of the organization and thus expand and broaden career path.

Singh & Singh (2014)⁷³ viewed training and development as a continuous process in an organization to bring hidden talent, improve caliber and stand without any fear of competition against the rival. The main purpose of the study was to make a comparative study of changing need of training and development and changing environment of service sector especially in organizations involved in general and health care services. Especially the change that has come post liberalization with reference to multinational companies involved in this sector. Two hypotheses were formulated. Firstly, old and traditional training and development systems are no longer capable in cutting cost, bringing results and giving cut throat competition and for its survival. Secondly, there was no any other alternative but going for strategic structural change in terms of training and development. These were the ultimate goal as well. Financial aspect is one of the very important but according to this is not enough. State of art, technological advancement are bring cut throat competition, and thus in this changing environment training impart knowledge to all levels of employees, executive and managers. Training help in changing their behavioral patten and give direction to the organizational goal and enable organizational employees to work effectively and have sustainable growth.

Laxmanrao (2015)⁷⁴ studied training and development program in Bank for their employees and impact of such training and development programs on public sector banks. Research concluded that training laid advantage to both the organization and its employees. The author observed that training and development program brings changes in interest, attitude, motivation and morale of the employees. He also observed that the capabilities of the employees improve in terms of knowledge, skills, attitude and values. Overall the author found that it has positive effect on the productivity, reduction in supervision, increase in efficiency of employee in performing assigned job, stability and flexibility in organization and employees.

Mitiku (2015)⁷⁵ The study was conducted to determine how performance of employees is effected by training development programs and how effective they are for the organizations goals. The study was done in five district of Ethopia and for this administrative staff, technical officers, and other supportive staff was taken and

targeted. Study was based on quantitative research method and 5-point likert scale was used and random sampling techniques was employed to collect the data based on survey method. Number of respondent were around 100 but out of which 94 respondent completed the questionnaire. Three hypotheses were framed. Hypotheses stated that there was significant difference found on mean score of performance of employees , organizational effectiveness with employee performance. Hypotheses stated that there was positive relation between employee performance and effectiveness. It was observed that there was high level of performance delivered by the employee who went under the training program and successful outcomes were seen within organization after training and development schedule. It was observed that most frequent training method used for demonstration purpose was on the job training method which facilitated successful outcome of the performance of the employees. Though positive outcomes were evolved after training and development programs but still researcher focused on improving the skills of employee and monitor and evaluating the deficit of employee by using suitable measures.

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