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THE VALUE OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE IN ORGANIZED RETAIL

Dr. Kakumanu Kiran Kumar¹

¹Lecturer, Government Junior College for Girls, Chirala, Andhra Pradesh, India.

Dr. Chandra Sekhar Patro²

²Assistant Professor, Department of Management Studies, G V P College of Engineering (A), Visakhapatnam, Andhra Pradesh, India.

ABSTRACT

Training and Development plays a vital role in the attainment of organizational goals by integrating the interests of the organization and workforce. In the present conditions, training is the most essential factor in the business world as it increases the competence and effectiveness of both employees and the organization. In a rapidly changing society, employee training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and a conversant work force. Training and development is beneficial to employees in particular and the organization in general. The study examines the effectiveness of training and development on employees' performance in organized retail sector. The results of the study reveal that a strong relationship exists between the employees' perception on training & development and employees' performance & satisfaction. However, the management should not relent in their quest to train their staff to develop new ideas that will keep improving and retaining employee performance.

KEYWORDS: *Employees, Organization, Performance, Retail, Satisfaction, Training & Development*

I. INTRODUCTION

Human Resource Management is concerned with human beings, which are the energetic elements of management. The success of the organization or enterprise will depend upon the ability, strength and motivation of persons working in it. Human resources are the most important assets of an organization. It ensures sufficient supply, proper quantity, and as well as effective utilization of human resources. In case sufficient number of persons is not available in the organization then external sources are also identified for employed them. Human resource management lays emphasis on better working condition and also ensures the employment of proper work force. Every organization needs to have well trained and experienced people to perform the activities that have to be done. It is necessary to raise the skill levels and increase the versatility and adaptability of employees. Inadequate job performance or changes resulting out of job redesigning or technological breakthrough requires some type of

training and development efforts (Patro, 2013).

As the job become more complex, the importance of employee development also increases. In a rapidly changing society, employee training and development or not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain viable and knowledgeable work force. Training is a learning experience in that it seeks is a relatively permanent change in an individual that will important his/her ability to perform on the job. It is said that training can involve the changing of the skills, knowledge, attribute or social behavior. It is application of knowledge and gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on the current job or prepare them for an intended job. Development is a related process covers not only those activities, which improve job performance, but also those, which bring about growth of the personality, help individual in the progress towards maturity and actualization of their potential

capacities, so that became not only good employees but better men or women.

Training is an essential part of the orientation program for new recruits in an organization every organization irrespective of its size or nature of operations needs to provide training to its employees at various stages of their career. Training improves employee performance and reduces the gap between the actual and expected performance. It updates employee skills to enable them to integrate the technological changes successfully into organizational systems and processes. Management development is another important function of HRD (Patro, 2018). Management development is a systematic process of growth and development by which employees develop their skill and abilities to manage. It is future oriented and is concerned with the education of the employees. Management development is designed to meet specific objectives.

II. RETAILING IN INDIA

Retailing is the set of business activities that add value the products and services to the consumer needs by having the right merchandise at the right place when the consumer wants it. Retailing involves selling products and services directly to the end consumers for personal, non-business use. The retail industry is widely split into organized and unorganized sector. Unorganized retail sector basically includes the local Kirana's hand car, the vendors on the pavement etc. This sector constitutes about 98 per cent of the total retail trade. As 70 per cent of the employment is generated in Agriculture sector, hence this form of retailing is widely seen in those areas and of course to some parts of the urban. Organized retail sector emerged after 50 years of unorganized retailing and fragmented Kirana Stores, the Indian retail industry has finally begun to move towards modernization, Systematization and consolidation. Presently it occupied 4-5 per cent of retail sector.

Retail is India's largest industry. It accounts for over 10 per cent of the India's GDP and around eight percent of the employment. Retail sector is one of India's fastest growing sectors with a 5 per cent compounded annual growth rate. Today, the retail sector in India is huge, close to USD 200 billion, of which organized retail accounts for just USD 6 billion. Organized retail in India is expected to grow at 40 per cent for the next five years. The organized retail industry in India had not evolved till the early 1990s. Until then, the industry was dominated by the un-organized sector which was a seller's market, with a limited number of brands, and little choice available to customers, lack of trained manpower, tax laws and government regulations.

India retail industry is expanding itself most aggressively; as a result a great demand for real estate is being created. Indian retailers preferred means of expansion is to expand to other regions and to increase the number of their outlets in a city. A

number of factors are driving India's retail market. These include increase in the young working population, hefty pay-packets, nuclear families in urban areas; increasing working-women population, increase in disposable income and customer aspiration, increase in expenditure for luxury items, and low share of organized retailing. India's retail boom is manifested in sprawling shopping centers, multiplex-malls and huge complexes that offer shopping, entertainment and food all under one roof.

III. REVIEW OF LITERATURE

Human resource is the backbone of every organization and it is also the main resource of the organization. So, organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization (Ahmad et al., 2013). Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization. Mehrdad et al. (2009) explored that the need for qualified and trainable employee is recognized as an important factor to compete in the global market. It is very necessary for a trainer to engage its audience during the training session (Seamen and Eves, 2005). It is good for organization to give their employees on the job training so that their employees learnt in a practical way (Baum and Devine, 2007). It is necessary for any organization to give its employees training to get overall goals of the organization in a better way (Houger, 2006). Training and development increase the overall performance of the organization (Jon and Greene, 2003). Although it is costly to give training to the employees but in the long run it give back more than it took. Every organization should develop its employees according to the need of that time so that they could compete with their competitors (Falola et al. 2014).

Ramakrishna et al. (2012) study revealed that the employees have attended more training and development programmes, employees strongly agreed about the necessity of training and development programmes, majority of the employees rated trainer's preparation as good, employees rated trainers creating learning atmosphere and employees given overall rating for training and development programmes. Srimannarayana (2011) study identified that majority of respondents believed that performance improvements made because of training is an extremely valuable measure and transfer of learning is extremely important. Also found that the feedback of the participants is collected after completion of the training programme routinely. There is a gap between the measures that that are used actually in assessing training and development and HR/Training professionals do not have control over data that is required for measuring training and development. Jadhav (2013) analyzed the effectiveness of training and development

programmes for employees to discharge their duties and achieve customer satisfaction. The study found that private and public Indian banks undertake training and development programmes for their employees to increase their efficiency. Banks provide training programmes to enhance their knowledge and skills to satisfy the customers. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development (Rani and Garg, 2014). Sthapit (2012) study analyzed the strategic human resource development factors affecting the evaluation of induction training effectiveness in Nepali banks. The study revealed that induction training as most effective in terms of learning and least effective on the behavior change criterion.

Nagar (2009) analyzed the effectiveness of training programmes being conducted by the commercial banks in public as well as in the private sector. The focus of the study is mainly the opinions of the trainees regarding various aspects of training like course duration, library facilities, trainer, teaching & computer aided programme and other infrastructural facilities. The study revealed that there is no significant difference in the opinion of respondent at the two staff training centers. Purohit (2012) assessed the satisfaction level of employees about HRD practices particularly Training and development & Reward and recognition of employees. The study revealed that training helps employees to gain better understanding in the area of job and this will enhance their stock of knowledge. Extensive training providing the continuous development, such as on-the-job training programmes and workshops can be a driving factor for the activities in the firm. Rani and Garg (2014) examined the effectiveness of training and development programmes for employees in fulfillment of their duties. The findings of the study suggest that training and development is inevitable and unavoidable in any sector.

Tahir et al. (2014) investigated whether training and development has impact on employees' performance and productivity. The result of the study revealed that there was a positive impact and significant relationship between the variables Training and Development and Employees Performance and Productivity. Patro et al. (2013) evaluated the practical implementation of training techniques undertaken by employees in their work environment to improve their working skills. The various methods, technologies and media used were encouraging to the employees to learn. Employees are helped to upgrade their technical knowledge and skills through training. Induction training program is given more importance; it is a well-planned exercise and is of sufficient duration. Employees are satisfied by the knowledge attained through training programs (Katou and Budhwar, 2006). Thus, training and development has become the most essential human

resource tool in enhancing the performance of the employees and overall development of the organization.

IV. SIGNIFICANCE OF THE STUDY

Training becomes inevitable the moment an organization realizes the need for improvement and expansion in the job. But often times, organizations embark on job enlargement and enrichment to promote employees' morale, motivation and satisfaction when in the fact the real problem with work performance lies in capacity development. In order to meet the global competition, it is everybody's concern to think and act in order to maintain quality. Training and development is an important function of any organization in order to maintain skilled workforce in the organization. Through training any person can develop to a great extent his skill in work, his general outlook, his attitude to work, a sense of commitment and so on.

To accomplish that, the training and development to personnel in every organization is most important and has to be a continuous effort for achieving the targets in the organization (Patro, 2016). Hence, there is a great need to study training and development in organized retail super markets. The study will help the management to identify the challenges effects of employees' training on organizational performance, hence determine the areas where improvements through training can be done. It will also help the management in planning for the development and implementation of effective and efficient training needs that will lead to increased performance of the retail super markets.

V. OBJECTIVE OF THE STUDY

The main objective of the study is to analyze the perceptions of respondents on the value of training and development in organized retail super markets.

VI. RESEARCH HYPOTHESES AND METHODOLOGY

The study formulated the following null and alternative hypothesis to test relation between the employees' perception on training and development programmes and employees satisfaction on training and development programmes.

H₀: There is no significant relationship between employees' perception on training and development programmes and employees' performance and satisfaction.

H_A: There is a significant relationship between employees' perception on training and development programmes and employees' performance and satisfaction.

For the purpose of the study, the data is collected through both primary and secondary sources. The secondary data was collected from the books, journals, news papers and other sources. The primary data consists of original information gathered for specific purpose. The required information was collected using personnel

interviewing technique through the structured questionnaire distributed to the employees of organized retail super markets in Visakhapatnam city, Andhra Pradesh. A simple random sampling method was used and a sample size of valid 180 responses is considered for the study. Five point likert scale (5-Strongly Agreed, 4-Agree, 3-Undecided, 2-Strongly Disagree, 1-Disagree) that best describes the extent to which the respondents agree with each items in the questionnaire was used. To analyze value of training and development on employees' performance in the organized retail

markets, the statistical techniques frequencies, mean, and ANOVA analysis are used.

VII. STATISTICAL DATA ANALYSIS

The value of training and development on the employees' performance is assessed. For the purpose the respondents opinion on training and development activities, the respondents perception on training & development programmes and employees satisfaction on training and development programmes. The statistical analysis is presented in the tables and interpreted wherever necessary.

Table-1: Respondents Opinion on Training and Development Activities (n=180)

Particulars	Frequency	Percentage
Basic needs of Training & Development		
For Advancement & Technology	95	53%
To produce quality products	25	14%
To decrease wastage	5	3%
For new employees	55	31%
Methods employed to identify the Training & Development needs		
Interview	10	6%
Questionnaires	30	17%
Direct observation	50	28%
Performance Appraisals	90	50%
Present Areas of Training & Development programs		
Safety Training	110	61%
Basic & core skills training	10	6%
Technical Training	36	20%
Personality Development	24	13%
Training method is used in organization		
On the Job training	38	21%
Off the job training	98	54%
Both	44	24%
Method used during Off-the-job training program		
Demonstration	53	29%
Seminar	38	21%
Case studies	20	11%
Lecture	69	38%
Skills important for Professional development		
Presentation Skills	141	78%
Negotiation skills	18	10%
Communication skills	13	7%
Project Management	8	4%
Training area important to professional development		
Safety Skills	29	16%
Presentation skills	61	34%
Time management skills	32	18%
Technical skills	58	32%

Source: Primary Data

The Table-1 shows the respondents opinion towards training and development activities. Out of the total, 95 percent of the respondents reacted that the basic needs of Training & Development is for

Advancement & technology, 55 percent of respondents reacted that Training & Development is for new employees, 25 percent on produce quality products and only 5 percent on decrease wastage.

Regarding the methods employed to identify the training & development needs, 50 percent respondents said that performance appraisal method is followed to identify the Training & Development needs, 28 percent % of respondents said direct observation method, 17 percent respondents are said Questionnaire method and only 6 percent viewed that Interview method is followed to identify the Training & Development needs. In the case of present areas of training & development programs, 61 percent of respondents think safety training area is the key area of Training & Development, 20 percent think technical training, 13 percent think personality development and only 6 percent think basic & core skills training is the key area of Training & Development at present. Majority of the respondents representing 54 percent are under opinion that the off the job training method is used in organization, 24 percent responded that both are used, while 21

percent responded that on the job training is used in the organisations.

The mostly used method during Off-the-job training program is lecture method with 38 percent. The respondent with 29 percent represented that demonstration method, 21 percent said seminar method and 11 percent represented case study method. As opined by the respondents, the skills important for professional development are presentation skills with 78 percent, followed by negotiation skills (10 percent), communication skills (7 percent) and project management (4 percent). As many as 34 percent of the respondents revealed that presentation skills area important to professional development, 32 percent said technical skills are important, 18 percent revealed time management skills are important and 16 percent revealed safety skills are important to professional development

Table-2: Perception on Training & Development Programmes

Sl.No.	Parameters	Mean (μ)
1	Training needs and programmes are well planned by the company	3.88
2	Norms and values of the organization are clearly explained to employees	3.91
3	Induction training is given adequate importance	4.14
4	Training programmes are periodically reviewed and improved	3.96
5	Increases the technical skills and knowledge of employees	4.12
6	Enhance the efficiency of the work being performed by employees	4.23
7	Improve the leadership and managerial skills	3.83
8	Boost up the morale and brings positive attitude in the employees	4.03
9	Reduces the stress of the employees	3.89
10	Enhances the productivity of the organization	4.09
Total		4.01

Source: Primary Data

The employees' perception on training & development programmes is assessed and presented in the Table-2. The analysis reveals that the overall mean value regarding the respondent perception show a positive rating with a mean value of 4.01. The parameters 'Enhance the efficiency of the work being performed by employees' secured highest rating with a mean value of 4.23 followed by 'Induction training is given adequate importance ($\mu=4.14$) and 'Increases the technical skills and knowledge of employees ($\mu=4.12$). The variables 'Enhances the productivity of the organization ($\mu=4.09$)', 'Boost up the morale and brings positive attitude in the employees ($\mu=4.03$)' also secured significant rating by the respondents.

The parameters 'Training programmes are periodically reviewed and improved ($\mu=3.96$)', 'Norms and values of the organization are clearly explained to employees ($\mu=3.91$)', 'Reduces the stress of the employees ($\mu=3.89$)', and 'Training needs and programmes are well planned by the company ($\mu=3.88$)' are perceived as the significant factors of training and development. The lowest rated variable is 'Improve the leadership and managerial skills ($\mu=3.83$)' by the respondents. It is relatable to note that all the referred parameters of training and development programmes practiced in the retail super markets show significant positive influence on the perception of the employees

Table-3: Employees Satisfaction on Training & Development Programmes

Sl.No.	Parameters	Mean (μ)
1	Duration of the training programs	3.56
2	Quality of Orientation and Training received	3.83
3	Management support for improvement	3.64
4	Training evaluation procedure	3.13
5	Career Advancement opportunities	3.66
6	Professional learning & growth opportunities	3.57
Total		3.57

Source: Primary Data

The Table-3 shows the employees satisfaction level on the training and development programmes practiced in the retail super markets. It can be observed that the respondents are highly satisfied with the quality of orientation and training received ($\mu=3.83$). The second and third highly rated parameters are career advancement opportunities ($\mu=3.66$) and management support for improvement ($\mu=3.64$). The parameters professional learning & growth opportunities ($\mu=3.57$) and duration of the training programs ($\mu=3.56$) also got positive ratings by the respondents. The least satisfied variable is Training evaluation procedure with a mean value of 3.13. It is significant to note that the overall satisfaction

level of the respondents towards training and development programmes is above 3.5.

VIII. RESULTS AND DISCUSSION

In the modern and complex business environment, employee training and development is one of the reliable sources of competitive advantage to compete with the changing and competitive business world. Training and development is beneficial to employees in particular and the organization in general. The results of the value of training and development on employees’ performance in organized retail markets are discussed.

Table-4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.206 ^a	.042	.035	.61335

a. Predictors: (Constant), Perception on Training & Development

The model summary (Table-4) shows that the linear regression coefficient (R=0.206) indicates that there is a low correlation between the dependent and independent variables. In terms of variability R-

Square (0.042) shows that the independent variable (Perception on Training & Development) can predict only a little over 4 per cent of the variance in the Employees Satisfaction on Training & Development.

Table-5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.235	4	2.059	5.472	.000 ^b
Residual	186.216	495	.376		
Total	194.451	499			

a. Dependent Variable: Employees Satisfaction on Training & Development

b. Predictors: (Constant), Perception on Training & Development

The results of the ANOVA test (Table-5) indicates that the dependent variable Employees Satisfaction on Training & Development (F=5.472,

p=0.000<0.001) show a significant relation with the independent variable Perception on Training & Development.

Table-6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.331	.142		30.536	.000
Perception on Training & Development	.042	.023	.080	1.796	.003

a. Dependent Variable: Employees Satisfaction on Training & Development

The calculation of coefficients is shown in Table-6. The analysis reveals that the independent variable Perception on Training & Development ($\beta=0.080$, $t=1.796$; $p=0.003$) shows positive significant coefficients with the dependent variable Employees Satisfaction on Training & Development. Thus, the regression analysis results presented in the above table provide a strong support for the rejection of the null hypothesis relating to the relationships between Perception on Training & Development and Employees Satisfaction on Training & Development.

IX. CONCLUSION AND MANAGERIAL IMPLICATIONS

Training is indeed an important and given priority in the super markets. It is a tool to improve the present performance of employees and to upgrade their future performance. Employees feel that though their training faculty is good but can be improved further. Employees feel that feedback should always be taken after and corrective measures should be adapted. It would be better if the organization concentrates on development of the employees also by conducting and designing more of the developmental programmes. The employee’s efficiency should be checked after the training programme, and then only the employer will be able to know about the employee’s improvement post-training. Therefore, it can be concluded that that Training & Development is necessary in all the organization that is used for development of the employees in their organizations.

The training programmes are imperative not only for getting better performance by the employee, but also to sustain in this competitive business scenario. While conducting training programmes, most of the retailers are using lectures method. Instead the management can use group discussions method, so that the employee can easily communicate with the clients. Training programme should be designed in the way that they are useful to the career development of the employees. The organization can also take feedback from the trainees for checking the effectiveness of training programmes, for better implementation and practices. Performance linked incentives system can be included emphasizing the importance of training and

make employees learn more seriously from training. It would be better if the organization concentrates on development of the employees by conducting and designing more of the developmental programmes.

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