

TRAINING AND DEVELOPMENT: A SMOOTH ROADMAP TOWARDS EMPLOYEE ENGAGEMENT

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ABSTRACT

Employee Training and Development plays a vital role for the success of any organisation. There is another emerging trend in the realm of Human Resource Management. This study aims to trace out the role of Training and Development to be an effective tool strengthening the concept of Employee Engagement in Industrial Organisations. The researcher identified that there are no much studies have been undertaken connecting Training and Development with Employee Engagement. The respondents the study are the employees working at Krishna Engineering Company, Tiruchirappalli District. The samples have been collected form 350 employees which have interpreted using percentage analysis as tool for presentation.

Keywords: Employee Engagement, Training and Development, Industrial Labours, Job Rotation, Workload Distribution.

1. INTRODUCTION

In the realm of Human Resource Management, Training and Development (T&D) is one of the most essential functions in an organization and is a significant player in deciding the success of the workforce operations. T&D play a pivotal role in transforming organisation as a personification of Employee Engagement. The report released by the Society for Human Resource Management (SHRM) explores the L&D horizons as organizations are grappling with skill shortage.

The need for training and development in India has risen over time due to the changing workplace dynamics and the accelerated advancement in technology. Businesses have to constantly evolve to stay ahead in the competition. To achieve this having your employees put forth their best capabilities is essential, for which constant up gradation of skills is vital, which is why businesses must invest in employee training and development programs for better outcomes for their organization

Theories of Training and Development:

Learning curve theory

The learning curve is a term that is often used to describe how the learning process always begins difficult but gradually becomes easier. It points to the idea that an employee learns a skill faster and more efficiently by repeating the same task over and over again.

This training theory was derived from the experimental study of Hermann Ebbinghaus, known as the Ebbinghaus Forgetting Curve. According to him, people tend to remember information more and store it in their long-term memory if the learning is rehearsed and repeated at predetermined intervals.

Gamification learning theory

The gamification learning theory states that the use of game-like elements can help increase learner engagement and combat the boredom associated with formal training. By transforming learning into something more fun and stimulating, there's a higher likelihood of engagement and participation from your learners. This is primarily because they see your training as a fun activity rather than another mandatory work task they must complete.

The gamification learning process utilizes usual smartphone games like drag-and-drop, sequencing, and matching to teach specific skills and concepts. It also involves leaderboards, points, achievement badges, levels, and progress bars to foster healthy competition among the learners.

Sensory theory

Laird's sensory theory suggests that learners are more receptive to learning if their multi-senses are stimulated. Derived from his experiential learning, he found that 75% of adults learn and understand things better by seeing, 13% by hearing, and 12% by touching, smelling, and tasting. Basically, this training theory encourages trainers and

managers to facilitate training and activities that will require learners to use as many senses as possible in order for them to easily remember and recall information.

Storytelling learning theory

In this training theory, storytelling is regarded as one of the most effective ways to transfer knowledge to your team. According to studies, it was found that transforming information into a well-told story and more relatable scenario results in higher learning retention. By putting meaning into your information and data points, they are far easier to grasp and understand than presenting them in long training modules, graphs, or tables.

Social learning theory

Social learning theory is grounded in the key assumption that people gain new knowledge by observing and imitating the actions of their peers, instructors, and mentors. Basically, this situated learning states that learning can also occur even by simply observing others, even with the absence of experience.

Methods of Training and Development:

There are 6 training and development methods

1. On-the Job training
2. Committee assignments
3. Vestibule training
4. Apprenticeship training
5. Classroom training
6. Internship training

1. On-the-job training

Trainees are placed on a regular job and are taught the necessary skills on the go under the guidance of a supervisor or instructor. The three techniques for the on-the-job training are-

- Coaching- A person to person interaction.
- Mentoring- Junior employees learn under the guidance of seniors.

2. Committee assignments

The trainee acts as a part of a committee, observes activities and investigates organizational problems.

3. Vestibule training

In a vestibule setup, with the actual job simulations, expert trainers are employed to use necessary equipment and machines used in the workplace.

4. Apprenticeship training

Theoretical and practical training is given to trainees under government established institutes and are also paid a stipend during the periods. Some of the most significant Apprenticeship programs that Alp facilitates are NAPS (National Apprentice Promotion Scheme), NATS (National Apprenticeship Training Scheme) DDUGKY (Deen Dayal Upadhyaya Grameen Kaushalya Yojana), HTP (Hire Train Place), HTD (Hire Train Deploy) etc.

5. Classroom training

Training is provided in company classrooms and educational institutions. Group discussions, case studies and audio video visual aids are all part of the training mode.

6. Internship training

It is a joint effort of an educational institution and business firms to provide training to candidates making sure there is a right mix of theory and practical knowledge making the job ready.

Types of Training and Development

Orientation training	Leadership training	Technical training
Compliance training	On boarding training	Product training
Soft skills training	Sales training	Re skilling and up skilling

Current Trends in Training and Development

Training and Development is one of the most crucial elements behind an organization's success. And, as the workplaces are constantly evolving, so are the current training and development trends.

There are several current trends in training and development, including:

Digital Learning

This trend has witnessed an acceleration post the pandemic period. It includes e-learning, virtual classrooms, and mobile learning. They offer flexible and cost-effective ways to deliver training. In addition, these methods let employees learn at their own pace and in their own time. This is especially beneficial to employees working remotely.

Personalized Training Programs

Tailored training programs to suit the individual needs and preferences of employees. It comprises self-directed learning, coaching and customized learning paths. It recognizes that every employee has different learning styles and preferences. This helps in increasing engagement and motivation.

Micro learning

Delivering training in bite-sized pieces is in the form of short videos, infographics, or quizzes. It is designed for employees seeking to learn on-the-go and organizations seeking to provide just-in-time learning. It is primarily helpful for employees with busy schedules or working remotely, and this helps them learn at their own pace and time.

Gamification

Incorporating game-like elements into training session increases engagement and motivation. It mainly consists of leader boards, rewards, and challenges, aiming to make the training fun and interactive. It is particularly engaging for the younger workforces who have grown up playing video games or are more responsive to game-like elements in their training.

Diversity, equity, and inclusion (DEI) Training

DEI training is adopted by organizations that seek to create more inclusive workplaces and reduce the risk of discrimination and bias. It usually includes training on unconscious bias, cultural competency, and allyship. The pandemic and social justice movements have accelerated the need for DEI issues in training programs.

Soft skills development:

Training programs focus on developing soft skills like communication, problem-solving, and emotional intelligence. This can help employees become more effective in their roles and more valuable to their organizations. It can also improve employee engagement and satisfaction and make the employees feel more confident and competent in their respective roles.

Incorporating these current trends into training programs helps employees develop the skills and knowledge needed to succeed in their roles and contribute to the organization's success.

Challenges in measuring training effectiveness

Here are some challenges you might incur while measuring training effectiveness.

Limitations of traditional metrics – Traditional methods, such as attendance rates and post-training quizzes, often only measure surface-level engagement. These metrics fail to capture deeper learning outcomes, such as behavioral changes or the practical application of skills, making it hard to assess the true impact of training.

Difficulty in linking training to tangible business outcomes – It can be challenging to directly connect training initiatives to business outcomes such as revenue growth, productivity improvements, or customer satisfaction. External factors often influence these metrics, making it difficult to isolate the specific impact of training.

Lack of real-time feedback – Many training programs don't provide immediate insights into learner progress or understanding during the learning process. The absence of real-time feedback means trainers may not know whether learners are struggling until after the training is completed, delaying necessary adjustments.

Gaps in long-term evaluation of knowledge retention – Measuring training effectiveness immediately after completion doesn't capture how well employees retain and apply their knowledge over time. Without ongoing assessments, it's difficult to evaluate whether employees continue to use their skills effectively or if reinforcement is needed.

Profile of the Study Area

Krishna Engineering Company (KEC), is one of the leading manufacturers of castings in Tamil Nadu (South India) for Ferrous Castings in Gray Iron & Ductile Iron (S.G Grade) conforming to Indian and International Standard Specification. ISO 9001-2015 certified company accredited by Eurotech, Chennai.

Products:

Stuffing Box Cover Thrust BRG HSG 100 NB LUG Body Gland Casting

Upper BRG HSG Trunnion Bushing Retainer Coal Burner Nozzle

Travelling Carriage Cover Casing Carriage Housing

2. REVIEW OF LITERATURE

Ramachandran (2010) has made an analytical study on effectiveness of training programmed of different cadre of employees working in a public sector organization. The result reveals that employees differed in effectiveness of training programmed on the basis of demographic characters. It is also inferred that experience and education of the employees of the organization is predominating and determining factor in training programmed.

Dennis Edward Fernando (2020), The size of the globe is reducing each not geographically but technically due to infuse of developed communication and life style. All the day to day basic needs are met or delivered at the door steps of the consumers. And one such prominent product is the food. This study attempts to learn the impact, influences and need from these available online delivery apps and the level of job engagement each delivery personnel possess in order to make the service successful. The data have been gathered from the final year undergraduate students, keeping in mind their early day started leading to difficulties in carry food from home. The response has shown phenomenal need and essential upgrade appeal towards these delivery platforms with the ideology of employee engagement.

Training is the application of gained knowledge and experience (**Punia & Saurabh, 2013**).

Training can be defined as organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill (**Appiah et al, 2013**).

Dr. Dennis Edward Fernando (2025) emphasizes that it is very important and the duty of the hospitals to provide welfare facilities to the employees. The research has proved that the motivation and job satisfaction is the key component for any organisation in order to drive towards success. Therefore, the researcher concludes that employee satisfaction on the job and its environment is very important and generally depends on amenities provided to the employees.

Rohan & Madhumita (2012) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations "level of growth, as well as impacting on employees" performance.

Singh and Madhumita (2012) believe that training is important mean to improve the employees" productivity which ultimately affects the organization performance and effectiveness.

Swaminathan, J. and Gowri Shankar, U., (2011). This paper tries to conclude that training is the act of increasing the knowledge and skill of an employee for doing a particular job. The training is to acquire new skill, technical knowledge, problem solving, etc. It improves the performance of employees on present jobs and prepares them for taking up new assignments in the future. Training also helps in the growth of the employees. The main objective of the study is to measure the effectiveness of the training in the organization and its impact on employee job performance.

Saleem and Mehwish (2011) suggest that training is major activity of Human Resources Development for employees" development. In this competitive world, training is the key strategy to achieve the organizational objectives. Training benefits employees" performance and organizational effectiveness. Attractive employee's performance is highly demanding in this competitive world for achieving the organizational performance

Scott Brum, University of Rhode Island (2007) to gain an advantage amongst competitors training is of great importance to companies. There is significant debate among professionals and scholars as to the affect that training has on both employee and organizational goals.

Singh and Mohanty (2012) believe that training is important mean to improve the employee's productivity which ultimately affects the organization performance and effectiveness. On the other hand Training must be talked in such a way that it covers the employee's performance-development needs and is in accordance with their job descriptions.

Training is considered as the process of improving the existing skills, knowledge, exposure, and abilities in an individual.

According to **Saleem and Mehwish (2011)** training is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. Moreover, it also enhances the capabilities of panel of employees in very effective way by motivating them and transforming them in to well organize and well-mannered, that ultimately affects the performance of organization

Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (**Satterfield & Hughes, 2007**). The hard approach assumed the employees in the organizations as mere resources to achieve the objectives of the organization, where as the soft approach viewed the employees more as valued assets capable of development (**Tyson and Fell 1986; Hendry and Pettigrew 1990**). The need for developing our employees is compelling because a sound Training and Development plan has its contributions to increase productivity and quality of work. The development strategy reduces staff turnover and absenteeism and also helps in improving motivation among the employees

According to **Tharenou, Alan and Celia (2007)** the goal of training is to enhance the organization effectiveness. It also demands an influence on employee's performance, as well as in relation to organizational performance which is mediated by means of employee's performance.

Thang and Drik (2008) argued that the success of organization is determined by human resources, definitely not physical resources and is highly endorsed to increase the organization's investments in training in order to offer superior expertise, knowledge and features pertaining to employees rather than their competitors' relationship between training and organization performance.

Training and development area is the significant component of the Human Resource (HR) Department in organizations. According to **Van (1962)** „Training is the process of teaching, informing, or educating people so that they may become as well qualified as possible to do their job, and become qualified to perform in positions of greater difficulty and responsibility”.

Veekesy Polymers Pvt Ltd. adopted a training and development program that mainly focuses on areas like job-oriented trainings, technical skills, knowledge and quality aspects. Most of the respondents were satisfied with the present training methods and also rated it as good and excellent towards the quality and effectiveness of the program. The program had to concentrate on people who are dissatisfied with the training. Training ought to be based on the need of the organization. It must benefit the personnel in terms of performance and learning which will thus influence the organization. As it maybe, a portion of the small scale and full-scale establishments intended to prepare and equip representatives with the essential aptitudes and learning are not doing very well in terms of number of individuals these institutions prepare.

Dennis Edward Fernando (2025), Training the workforce is turning out to be the key aspect of any organisation that possess driving force for employee engagement. It is a proven fact that a well-trained workforce brings excellence for the organisations than the workers themselves. The study examines the strategies that are essential to drive organisation towards excellence in productivity in alignment with attainment of Employee Engagement. It denotes that the organisation conducts multiple level training programmes with an intention to reach employee engagement using Training and Development as Tool

Velmurugan P. S., (2009) Training is the periscope to see the future. It is intended to identify the future of the organization to develop and steer them. Development creates generalists and helps people to think strategically, even when their present jobs do not call for such thinking. It pushes and stretches people beyond their present function.

3. METHODOLOGY

Research Design:

This study has been sorted as a Descriptive Analysis. This objectifies to examine the role of Training and Development towards the enhancement of Employee Engagement. And the study adopts simple random sampling methods to congregate the data. This has been gathered from 350 Employees working in Industrial Organisation as Labours.

Collection of Data:

The data of the study has been divided as Primary and Secondary Data. The Primary Data has been collected through a structured questionnaire with Likert's scale method, which was distributed among the factory employees of Krishna Engineering Company, Tiruchirappalli.

The data have been collected from 383 employees of among them 33 questionnaires were rejected due to insufficient data. Thus, 350 questionnaires were chosen as the sample of the study. The secondary data is gathered through the past studies such as journal articles and magazines. Also, the researcher has gone through various websites for further studies.

Period of Study: The period of study was from 1st Apr 2025 to 30th Apr 2025.

Tools for Analyses: The researcher has adopted percentage analysis as the tool to examine and interpret the data collected.

Analysis and Interpretation of Data:

Table 1: Gender of the Respondents

Gender	Frequency	Percentage
Male	287	82
Female	63	18
Others	0	0
Total	350	100

Interpretation: The above table denotes that 82% of the respondents are Male and 18% are Female

Table 2: Age of the Respondents

Age	Frequency	Percentage
Below 25	67	19
25-30	129	37
30-35	103	29
Above 40	51	15
Total	350	100

Interpretation: The above table reveals that 19% of the respondents are below the age 25, 37% are in the Age Group between 25-30, 29% in 30-35 and 15% are above 40 years old.

Table 3: Marital Status of the Respondents

Marital Status	Frequency	Percentage
Married	188	54
Single	162	46
Others	0	0
Total	350	100

Interpretation: The above table shows that 54% of the respondents are Married and 46% are Single.

Table 4: Educational Qualification of the Respondents

Edu. Qualification	Frequency	Percentage
Under Graduation	149	43
Post-Graduation	91	26
Diploma	61	17
ITI	49	14
Total	350	100

Interpretation: The above table shows that 43% of the respondents are Under Graduates, 26% are Post Graduates, 17% are Diploma Holders and 14% hold ITI Certificates.

Table 5: Opportunities to take part in Administrative Decision Making

Particulars	Frequency	Percentage
Strongly Disagree	29	8
Disagree	43	12
Neutral	21	6
Agree	146	42
Strongly Agree	111	32
Total	350	100

Interpretation: The above table denotes that 42% of the respondents Agree that they are provided Opportunities to take part in Administrative Decision Making, 32% strongly agree, 12% Disagree, 8% Strongly Disagree and 6% have Neutral status.

Table 6: Awards and Incentives for Special Achievements

Particulars	Frequency	Percentage
Strongly Disagree	23	7
Disagree	28	8
Neutral	66	19
Agree	137	39
Strongly Agree	96	27
Total	350	100

Interpretation: In the view of awards and incentives for Special Achievement for the employees, the above table reveals that 39% of respondents Agree, 27% Strongly Agree, 19% are Neutral, 8% Disagree and 7% Strongly Disagree.

Table 7: Rewards and Recognition for Top Notch Performance

Particulars	Frequency	Percentage
Strongly Disagree	33	9
Disagree	36	10

Neutral	21	6
Agree	184	53
Strongly Agree	76	22
Total	350	100

Interpretation: The above table denotes that 54% of respondents agree, 22% Strongly Agree, 10% Disagree, 9% Strongly Disagree and 6% are Neutral, that the employees are provided Rewards and Recognition for Top Notch Performance

Table 8: Methods of Training are framed to substantiate Individual Growth

Particulars	Frequency	Percentage
Strongly Disagree	27	9
Disagree	39	13
Neutral	29	10
Agree	139	46
Strongly Agree	116	39
Total	350	100

Interpretation: It is revealed from the table above that 46% of respondents Agree, 39% Strongly Agree, 13% Disagree, 10% are in Neutral and 9% Strongly Disagree that the methods of Training are framed to substantiate Individual Growth.

Table 9: Existence of Positive Work Culture in the Organisation

Particulars	Frequency	Percentage
Strongly Disagree	27	9
Disagree	39	13
Neutral	13	4
Agree	159	53
Strongly Agree	112	37
Total	350	100

Interpretation: The Table reveals that 53% of respondents Agree, 37% Strongly Agree, 13% Disagree, 9% Strongly Disagree and 4% are in Neutral that the organisation exist with Positive Work Culture

Table 10: Employees are trained with the Facilitation of Autonomy to Work

Particulars	Frequency	Percentage
Strongly Disagree	119	34
Disagree	103	29
Neutral	13	4
Agree	39	11
Strongly Agree	76	22

Total	350	100
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Interpretation: The above table explores that 34% of respondents Strongly Disagree, 29% Disagree, 22% Strongly Agree, 11% Agree and 4% in Neutral State that Employees are trained with the Facilitation of Autonomy to Work

Table 11: Importance to the Employees' Well-Being in the Organisation

Particulars	Frequency	Percentage
Strongly Disagree	29	10
Disagree	33	11
Neutral	11	4
Agree	161	54
Strongly Agree	116	39
Total	350	100

Interpretation: The table denotes that 54% of respondents Agree, 39% Strongly Agree, 11% Disagree, 10% Strongly Disagree and 4% are neutral that the organisation give importance to the well-being of the employees.

Table 12: Optimum Training Sessions & Workload Distribution

Particulars	Frequency	Percentage
Strongly Disagree	17	6
Disagree	33	11
Neutral	7	2
Agree	182	61
Strongly Agree	111	37
Total	350	100

Interpretation: It is revealed from the above table that 61% of respondents Agree, 37% Strongly Agree, 11% Disagree, 6% Strongly Disagree and 2% in Neutral that Optimum Training Sessions and Workload Distribution is the regular practice of the company.

Table 13: Leveraging Technology for Effective and Objective Training

Particulars	Frequency	Percentage
Strongly Disagree	26	8
Disagree	48	15
Neutral	31	10
Agree	98	31
Strongly Agree	147	46
Total	350	100

Interpretation: From the above it is found that 46% of respondents Strongly Agree, 31% Agree, 15% Disagree, 10% in Neutral and 8% Strongly Disagree that the company leverage technology for effective and objective training.

Table 14: Training with Effective Communication Skills for Better Engagement

Particulars	Frequency	Percentage
Strongly Disagree	56	16
Disagree	64	18
Neutral	21	6
Agree	136	39
Strongly Agree	73	21
Total	350	100

Interpretation: The Table reveals that 39% of respondents Agree, 21% Strongly Agree, 18% Disagree, 16% Strongly Disagree and 6% are in Neural that Training with Effective Communication for Better Engagement forms a part of the company practices

Table 15: Job Proficiency earned through Training instigates Employee Engagement

Particulars	Frequency	Percentage
Strongly Disagree	17	6
Disagree	23	8
Neutral	7	2
Agree	187	62
Strongly Agree	116	39
Total	350	100

Interpretation: The above Table expresses that 62% of respondents Agree, 39% Strongly Agree, 8% Disagree, 6% Strongly Disagree and 2% in Neutral that they earn Job proficiency through training and development thereby leading to attain Employee Engagement.

4. FINDINGS OF THE STUDY

- 82% of the respondents are Male and 18% are Female
- 37% are in the Age Group between 25-30, 29% in 30-35, 19% of the respondents are below the age 25, and 15% are above 40 years old.
- 54% of the respondents are Married and 46% are Single.
- 43% of the respondents are Under Graduates, 26% are Post Graduates, 17% are Diploma Holders and 14% hold ITI Certificates.
- 42% of the respondents Agree that they are provided Opportunities to take part in Administrative Decision Making, 32% strongly agree, 12% Disagree, 8% Strongly Disagree and 6% have Neutral status.
- In the view of awards and incentives for Special Achievement for the employees, the above table reveals that 39% of respondents Agree, 27% Strongly Agree, 19% are Neutral, 8% Disagree and 7% Strongly Disagree.
- 54% of respondents agree, 22% Strongly Agree, 10% Disagree, 9% Strongly Disagree and 6% are Neutral, that the employees are provided Rewards and Recognition for Top Notch Performance
- 46% of respondents Agree, 39% Strongly Agree, 13% Disagree, 10% are in Neutral and 9% Strongly Disagree that the methods of Training are framed to substantiate Individual Growth.
- 53% of respondents Agree, 37% Strongly Agree, 13% Disagree, 9% Strongly Disagree and 4% are in Neutral that the organisation exist with Positive Work Culture

- 34% of respondents Strongly Disagree, 29% Disagree, 22% Strongly Agree, 11% Agree and 4% in Neutral State that Employees are trained with the Facilitation of Autonomy to Work
- 54% of respondents Agree, 39% Strongly Agree, 11% Disagree, 10% Strongly Disagree and 4% are neutral that the organisation give importance to the well-being of the employees.
- 61% of respondents Agree, 37% Strongly Agree, 11% Disagree, 6% Strongly Disagree and 2% in Neutral that Optimum Training Sessions and Workload Distribution is the regular practice of the company.
- 46% of respondents Strongly Agree, 31% Agree, 15% Disagree, 10% in Neutral and 8% Strongly Disagree that the company leverage technology for effective and objective training.
- 39% of respondents Agree, 21% Strongly Agree, 18% Disagree, 16% Strongly Disagree and 6% are in Neural that Training with Effective Communication for Better Engagement forms a part of the company practices
- 62% of respondents Agree, 39% Strongly Agree, 8% Disagree, 6% Strongly Disagree and 2% in Neutral that they earn Job proficiency through training and development thereby leading to attain Employee Engagement.

5. RECOMMENDATIONS

- The process of awards and incentives could be further strengthened by Job Promotion and Development activities
- The best performer could be facilitated as Peer Trainer, this would inspire the other to greater extent
- Special training to be provided in order to enhance the individual growth of the employees
- The company could organize training and development initiatives focusing to improve the inter-personal relationship of the employees
- The work autonomy of employees to be increased as far as possible. This would increase work commitment of the employees as well as Employee Engagement
- The organisation is appreciated for all its employee well-being measures. Furthermore, exclusive training session with medical professional shall be conducted for better health outcome
- Though the company depends upon technology enabled training sessions, there is a need for them to training the employees with emerging technologies related to the work
- The management could think of bringing in external experts to training the employees since most of the training sessions conducted by the administrator of the company

6. CONCLUSION

The study very clearly exhibits the fact that Training and Development are essence of employee engagement, and it fetches prominent upliftment for the organisations. These two elements serve as the double barrel gun of the organisation. The processes and the activities of the organisation are very much connected with effective training and development measures. The engaged employee is an asset to the organisation and it is the prime duty of them to strengthen the commitment and engagement of the employees through skillful training sessions. Krishna Engineering Company, is doing incredibly well on this task.

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