

EFFECTIVENESS OF TRAINING PROGRAMME ON EMPLOYEES: A STUDY OF ATUL LTD

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ABSTRACT

Employees are the most valuable asset of an organization, so to enhance their performance it is necessary to pay attention to their learning. Training programs help organizations to build a skilled and competent workforce in order to maintain a high level of competency and to survive in a dynamic business environment. This study was conducted with the aim to investigate the effectiveness of training at ATUL LTD, ATUL . Primary data was collected through distributing questionnaires to 75 employees, who were selected through the Non probability Convenient sampling technique. Findings reveal that training imparted meets the objectives like: Effectiveness of the training and its resultant in the performance of the employees, assists the employees to acquire skills, knowledge and attitude and also enhance the same ,helps to motivate employees and helps in avoiding mistakes. Overall employees are satisfied with the effectiveness of the training programme of the organisation.

INTRODUCTION

The most effective training also helps learners apply this information to their workplace, a process known as transfer of learning or simply learning transfer. Training effectiveness refers to how well your training supports learning and learning transfer.

The goal of training is to help a learner improve their competence, capacity, and performance. Training helps learners gain new knowledge and skill. The probability that one that would be helpful is to improve job performance by enhancing employees' knowledge and skill, to prepare employees well competent to discharge the new responsibilities, to impart skill on how to operate the new machinery and equipments, to reduce wastage and accidents, to build a second line for more responsible positions at a later stage. Employee training helps to improve the knowledge and skills of employees to match the various changes in the industry. These improvements will positively affect the productivity of workers, which can increase the profits and efficiency of an organization.

Atul Ltd (Atul) is an integrated chemical company founded by Kasturbhai Lalbhai on September 5, 1947 in India. The first manufacturing site of the company in Atul, Gujarat is spread over 1,250 acres and is amongst the greenest chemical complexes of its kind in the world. A vast array of chemical processes and operations are handled to manufacture a comprehensive range of bulk chemicals, dyes and pigments, crop protection chemicals, epoxy resins, curing agents, pharmaceutical intermediates and related products. The site is unique in the sense that it is a township in itself and provides a range of amenities to residents to promote holistic living and well-being

In order to get some insight to the topic under study some literature has been reviewed and referred.

REVIEW OF LITERATURE

1. **K. Skylar Powell and Serkan Yalcin (2009)**-studied on “ Managerial Training Effectiveness” -The purpose of this paper is to add to the significant contributions of past research by assessing what the overall effectiveness of managerial training. The resulting sample of 85 respondents. The results do not suggest a great deal of improvement in the effectiveness of managerial training

2. **Karthik R (2012)** - This research is aimed to study the impact of training and development programs on motivation of employees in banking sector. There are various factors like training and development where each factor contributes to overall employee motivation.
3. **Valle et. al, (2000)** The purpose of the study was to analyse the impact of employee training on the performance of drilling companies .The study comprised a sample size of 219 respondents selected using purposive and simple random sampling techniques. The study results found that employee training has a significant effect on the performance of drilling companies.
4. **Raja Abdul Ghafoor Khan, et. al. , (2011)** conducted a study “Impact on Training & Development on Organizational Performance”. Training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. The results are Training and Development has positive effect on Organizational Performance and face challenges in order to learn in the workplace.
5. **Brij Mohan Vyas, Chandrika K Mistry (2015)** The purpose is to study the different methods, effectiveness of training programmes and to know the satisfaction level of employees towards training programme. The conclusion was Industry is providing training to workers effectively but still it can make it more effective by increasing duration of training programme and inviting expert from outsider .
6. **Farooq and Khan (2011)** tried to study on “Impact of Training and Development on Employee Performance”. The purpose of this study is to elaborate the impact of Training and Feedback on increasing the performance of employees. The review of the literature conducted explains and highlights the role of effective training and feedback in improving the quality of task process which ultimately results in the improvement of performance of employees.
7. **Piyali Ghosh, et al. , (2012)** – studied on "Towards more effective training programmes: a study of trainer attributes", Industrial and Commercial Training -The purpose of the study is to develop a framework to evaluate employee satisfaction with the training program by capturing its key indicators. The study identified potential enablers of a successful training program.

On the basis of the literature referred it has been observed that many aspects of training have been studied so far. The areas that have been covered are:

- Overall effectiveness of managerial training
- Factors of training & development leading to employee motivation
- Impact of training on efficiency and effectiveness of employees
- Most ideal duration of training programme
- Key indicators of training programme

However, certain areas have remained outside the orbit of training and development. On the basis of areas that have remained unexplored following objectives have been developed.

Objectives

- To study the effectiveness of training program with the help of empirical analysis .
- To study satisfaction of employees towards training programmes.

METHODOLOGY

A systematic methodology for conducting a study was applied to arrive at logical conclusions.

Sample Size

The sample for the present study includes Individual Employees of Atul Ltd. Appropriate number of sample size used for Training Effectiveness Survey is 75. The Sampling method used in these study is Non probability Convenient method Thus, population represents the broader demographic profile of the respondents. The conclusions are drawn on the basis of data collected and summarized. The interpretations have been based on those conclusions drawn from the analysis of data and formal as well as informal talks with the workforce.

Research Instruments

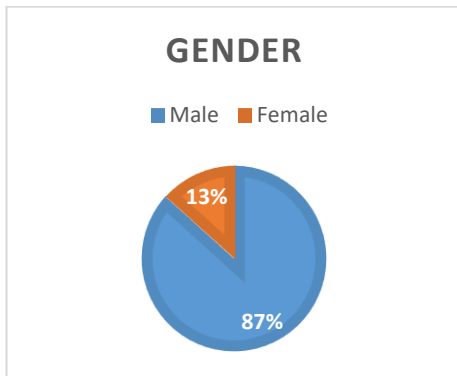
The data has been tabulated and suitable statistical tools such as percentages and averages have been used for the analysis of data. Also the statistical tools such as mean, mean ranks, standard deviation, kurtosis, skewness, Mann Whitney U and chi square (at 0.05) have been applied. The Kruskal Wallis Test has also been applied to find out the significance of differences (at 0.05 level) wherever applicable.

DEMOGRAPHIC DETAILS OF RESPONDENTS

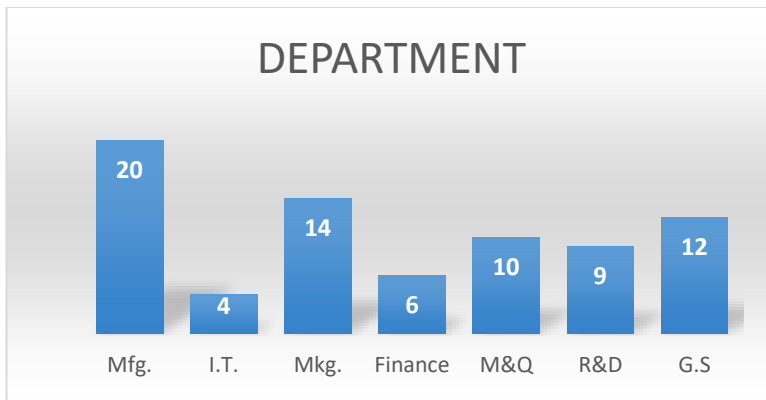
Any study is incomplete without a detailed outline of demographic profile of respondents. Keeping in mind this fact, an effort has been made to seek background information of respondents.

Graphical Representation of Demographic Details of Respondents

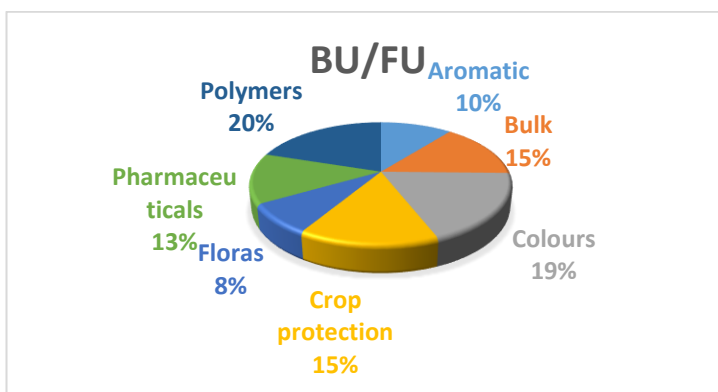
GENDER



DEPARTMENT



BUSINESS UNIT



The chart shows the distribution of gender in a given population, with 86.7% male and 13.3% female, based on a total of 75 individuals. This information provides insight into the gender composition of the population being studied.

The number of male employees were more in attending the training than female employees.

The graph shows the distribution of departments in a company by percentage and total number. Manufacturing is the largest department, accounting for 26.7% of the company's workforce, followed by Marketing with 18.7% and General Services with 16%. The smallest departments are I.T. and Finance, each with only 5.3% and 8% respectively.

In terms of actual numbers, Manufacturing has 20 employees, the largest of all departments, while I.T. has the smallest with only 4 employees. The data shows that the company is primarily focused on production and marketing activities, with a relatively smaller focus on support services such as I.T. and Finance.

The given data shows the percentage distribution of variables across different classifications. Polymers have the highest percentage of figures (20%), followed by colors (18.7%) and bulk (14.7%). Aromatic, crop protection, and pharmaceuticals have moderate percentages (between 10.7% to 14.7%). Floras have the lowest percentage of figures (8%).

Table 1: Responses of Respondents to find out effectiveness of Training programme and employees' satisfaction towards the programme

Variables	H.D.S.	D.S	N.	S.	H.S
Satisfaction of Employees with Programme Quality	1 (1.3)	0 (0)	1 (1.3)	25 (33.3)	48 (64.0)
Job Relevance of Employees	0 (0)	1 (1.3)	0 (0)	22 (29.3)	52 (69.3)
Trainer was Engaging with the Employees during the Programme	0 (0)	1 (1.3)	3 (4.0)	16 (21.3)	55 (73.3)
Responsiveness of Trainer to the Question asked by Employees	1 (1.3)	0 (0)	1 (1.3)	14 (18.7)	59 (78.7)
Knowledge and Expertise of Trainer	0 (0)	0 (0)	0 (0)	18 (24.0)	57 (76.0)
Relevance of the flow and Structure of the Programme	0 (0)	1 (1.3)	2 (2.7)	24 (32.0)	48 (64.0)
Ability of Trainer to Connect with the Audience	0 (0)	1 (1.3)	1 (1.3)	14 (18.7)	59 (78.7)
Infrastructure during the Programme was sufficient	1 (1.3)	0 (0)	7 (9.3)	31 (41.3)	36 (48.0)
Clarity of Trainer while Communicating with Employees	1 (1.3)	0 (0)	2 (2.7)	16 (21.3)	56 (74.7)
Alignment of Objectives with the Programme	1 (1.3)	0 (0)	3 (4.0)	36 (48.0)	35 (46.7)
Sufficiency of Training Methods	1	0	2	19	53

	(1.3)	(0)	(2.7)	(25.3)	(70.7)
Sufficiency of Training Duration	0 (0)	0 (0)	4 (5.3)	18 (24.0)	53 (70.7)
Overall satisfaction with the Programme	0 (0)	0 (0)	3 (4.0)	12 (16.0)	60 (80.0)

Source: Primary Probe

Note: Figures in the bracket indicate responses in %

NOTE: H.D.S =Highly Dissatisfied D.S.= Dissatisfied N=Neutral S= Satisfied H.S.= Highly Satisfied

Inference: Responses are more inclined towards positive side of Likert scale as can be seen clearly in the table no.4.4. Overall it can be inferred that training imparted in the organization is highly effective and respondents are quite satisfied

Table 2 : Descriptive Statistics to Measure Training Effectiveness

	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
Program Quality	75	4.59	.660	-2.507	10.523
Job Relevance	75	4.67	.553	-1.929	5.552
Trainer Engagement	75	4.67	.622	-2.047	4.448
Trainer Response	75	4.73	.622	-3.550	17.151
Trainer Expertise	75	4.76	.430	-1.243	-.469
Structure of Programme	75	4.59	.617	-1.580	3.105
Audience Connectivity	75	4.75	.548	-2.615	8.420
Infrastructure	75	4.35	.762	-1.437	3.627
Clarity & Communication	75	4.68	.661	-3.007	12.496
Objectives Alignment	75	4.39	.695	-1.686	6.174
Training Methods	75	4.64	.671	-2.742	10.938
Training Duration	75	4.65	.581	-1.478	1.236
Overall Satisfaction Level	75	4.76	.516	-2.105	3.710
Valid N (listwise)	75				

Inference: As the mean figures as inclined more towards positive side of Likert scale, they are skewed negatively. Thus responses are quite favourable. The Figures of kurtosis support the results derived by mean figures and figures of skewness. Maximum S.D. was observed for the variable Infrastructure ,while least S.D. was noted for Trainer Expertise.

In order to make study more effective Kruskal Wallis test was applied. For the purpose of the study following null hypothesis were developed:

H1: Differences in opinion of respondents belonging to different business units is not significant and is by chance.

H2: Differences in opinion of respondents belonging to different departments is not significant and is by chance.

H3: Differences in opinion of both genders is not significant and is by chance

Kruskal-Wallis Test

Table 3 Study of Responses between Training Effectives with Business Unit

	Business Unit	N	Mean Rank
Program Quality	Aromatic	8	37.81
	Bulk	11	37.05
	Colours	14	35.86
	Crop protection	11	36.95
	Floras	6	39.33
	Pharmaceuticals	10	44.20
	Polymers	15	36.90
Job Revelance	Aromatic	8	35.63
	Bulk	11	39.41
	Colours	14	33.64
	Crop protection	11	35.00
	Floras	6	37.17
	Pharmaceuticals	10	45.80
	Polymers	15	39.63
Trainer Engagement	Aromatic	8	39.13
	Bulk	11	38.32
	Colours	14	37.18
	Crop protection	11	33.18
	Floras	6	34.58
	Pharmaceuticals	10	44.45
	Polymers	15	38.53
Trainer Response	Aromatic	8	36.88
	Bulk	11	36.05
	Colours	14	40.79
	Crop protection	11	34.59

	Floras	6	39.92
	Pharmaceuticals	10	42.35
	Polymers	15	36.27
Trainer Expertise	Aromatic	8	42.31
	Bulk	11	36.77
	Colours	14	38.96
	Crop protection	11	33.36
	Floras	6	40.75
	Pharmaceuticals	10	39.50
	Polymers	15	37.00
Structure of Programme	Aromatic	8	42.50
	Bulk	11	35.14
	Colours	14	37.71
	Crop protection	11	32.64
	Floras	6	39.50
	Pharmaceuticals	10	40.70
	Polymers	15	39.50
Audience Connectivity	Aromatic	8	36.88
	Bulk	11	36.05
	Colours	14	40.79
	Crop protection	11	34.59
	Floras	6	39.92
	Pharmaceuticals	10	42.35
	Polymers	15	36.27
Infrastructure	Aromatic	8	34.19
	Bulk	11	42.27
	Colours	14	37.00
	Crop protection	11	29.32
	Floras	6	43.17
	Pharmaceuticals	10	42.20
	Polymers	15	39.33
Clarity & Communication	Aromatic	8	37.38
	Bulk	11	37.68
	Colours	14	39.79

	Crop protection	11	32.64
	Floras	6	41.50
	Pharmaceuticals	10	43.90
	Polymers	15	35.50
Objectives Alignment	Aromatic	8	42.25
	Bulk	11	36.86
	Colours	14	37.71
	Crop protection	11	34.91
	Floras	6	40.25
	Pharmaceuticals	10	40.25
	Polymers	15	36.70
Training Methods	Aromatic	8	44.50
	Bulk	11	31.68
	Colours	14	36.14
	Crop protection	11	37.14
	Floras	6	43.00
	Pharmaceuticals	10	38.20
	Polymers	15	39.40
Training Duration	Aromatic	8	43.19
	Bulk	11	35.09
	Colours	14	38.86
	Crop protection	11	30.86
	Floras	6	43.08
	Pharmaceuticals	10	34.80
	Polymers	15	41.90
Overall Satisfaction Level	Aromatic	8	40.06
	Bulk	11	35.68
	Colours	14	40.36
	Crop protection	11	34.32
	Floras	6	39.50
	Pharmaceuticals	10	38.30
	Polymers	15	38.30

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Interpretation- The table presents the results of a study on training effectiveness in different business units, based on various parameters. The mean rank is used to compare the responses of each business unit in each category. The study shows that the highest-ranked parameters are training methods, training duration, and objectives alignment. The lowest-ranked parameter is infrastructure. Overall satisfaction level is relatively high for all business units, with the highest score for the Aromatic business unit.

Table 4 Test Statistics^{a,b}

	Chi-Square	df	Asymp. Sig.
Program Quality	1.501	6	.959
Job Revelance	3.558	6	.736
Trainer Engagement	2.707	6	.845
Trainer Response	2.264	6	.894
Trainer Expertise	1.914	6	.927
Structure of Programme	2.060	6	.914
Audience Connectivity	2.264	6	.894
Infrastructure	4.152	6	.656
Clarity & Communication	2.308	6	.889
Objectives Alignment	2.190	6	.901
Training Methods	4.316	6	.634
Training Duration	4.316	6	.634
Overall Satisfaction Level	2.308	6	.889

The χ^2 is not significant in case of all the above variables at 5% level of significance indicating that our null hypothesis is accepted. This indicates that difference in the opinion of respondents belonging to different Business Unit is not significant, but it is by chance.

Table 5 Study of Responses between Training Effectives with Departmental Unit

Ranks

Department		N	Mean Rank
Program Quality	Mfg.	20	38.73
	I.T.	4	20.63
	Mkg.	14	38.46
	Finance	6	39.33
	M&Q	10	42.90
	R&D	9	35.28
	G.S	12	39.33
Job Revelance	Mfg.	20	36.55
	I.T.	4	18.88
	Mkg.	14	38.93
	Finance	6	43.33
	M&Q	10	45.80
	R&D	9	33.06
	G.S	12	40.25
Trainer Engagement	Mfg.	20	35.10
	I.T.	4	27.38
	Mkg.	14	39.71
	Finance	6	42.08
	M&Q	10	44.45
	R&D	9	32.22
	G.S	12	41.29
Trainer Response	Mfg.	20	36.88
	I.T.	4	25.63
	Mkg.	14	40.79
	Mkg.	14	38.96
	Finance	6	40.75
	M&Q	10	43.25
	R&D	9	30.33
	G.S	12	40.75
Structure of Programme	Mfg.	20	40.05
	I.T.	4	29.88
	Mkg.	14	33.50
	Finance	6	45.50
	M&Q	10	44.30
	R&D	9	31.50
	G.S	12	38.42
Audience Connectivity	Mfg.	20	36.88
	I.T.	4	25.63

	Mkg.	14	40.79
	Finance	6	39.92
	M&Q	10	42.35
	R&D	9	33.83
	G.S	12	39.29
Infrastructure	Mfg.	20	34.55
	I.T.	4	35.00
	Mkg.	14	37.00
	Finance	6	46.33
	M&Q	10	42.20
	R&D	9	29.33
	G.S	12	44.75
Clarity & Communication	Mfg.	20	40.30
	I.T.	4	26.88
	Mkg.	14	34.64
	Finance	6	41.50
	M&Q	10	43.90
	R&D	9	35.50
	G.S	12	37.00
Objectives Alignment	Mfg.	20	40.25
	I.T.	4	26.00
	Mkg.	14	36.32
	Finance	6	46.17
	M&Q	10	43.80
	R&D	9	38.28
	G.S	12	31.08
Training Methods	Mfg.	20	38.20
	I.T.	4	28.00
	Mkg.	14	37.96
	Finance	6	37.00
	M&Q	10	41.80
	R&D	9	37.00
	G.S	12	39.13
Training Duration	Mfg.	20	38.35
	I.T.	4	25.75
	Mkg.	14	41.39
	Finance	6	43.08
	M&Q	10	45.45
	R&D	9	33.22
	G.S	12	32.38
	Mfg.	20	40.10

Overall Satisfaction Level	I.T.	4	25.63
	Mkg.	14	40.36
	Finance	6	39.50
	M&Q	10	45.50
	R&D	9	33.50
	G.S	12	32.25

Interpretation- The department with the highest mean rank in each parameter indicates that they performed the best in that specific area. However a clear cut mean rank could not be accorded to any 1 Department exclusively. The manufacturing department seems to perform well in most of the parameters. However, as the sample size for some departments is small, it could have impacted the statistical significance of the result.

Table 6 Test Statistics^{a,b}

	Chi-Square	df	Asymp. Sig.
Program Quality	4.685	6	.585
Job Relevance	8.456	6	.207
Trainer Engagement	5.678	6	.460
Trainer Response	4.711	6	.581
Trainer Expertise	5.142	6	.526
Structure of Programme	5.219	6	.516
Audience Connectivity	4.711	6	.581
Infrastructure	6.525	6	.367
Clarity & Communication	6.168	6	.405
Objectives Alignment	2.981	6	.811
Training Methods	8.643	6	.195
Training Duration	8.643	6	.195
Overall Satisfaction Level	6.168	6	.405

Interpretation- The χ^2 is not significant in case of all the above variables at 5% level of significance indicating that our null hypothesis is accepted. This indicates that difference in the opinion of respondents belonging to different department is not significant, but it is by chance

Table 7 Study of Responses between Training Effectives with Gender Unit

Gender		N	Mean Rank	Sum of Ranks
Program Quality	Male	65	37.05	2408.00
	Female	10	44.20	442.00
Job Revelance	Male	65	37.37	2429.00
	Female	10	42.10	421.00
Trainer Engagement	Male	65	37.70	2450.50
	Female	10	39.95	399.50
Trainer Response	Male	65	37.33	2426.50
	Female	10	42.35	423.50
Trainer Expertise	Male	65	37.19	2417.50
	Female	10	43.25	432.50
Structure of Programme	Male	65	37.58	2443.00
	Female	10	40.70	407.00
Audience Connectivity	Male	65	37.33	2426.50
	Female	10	42.35	423.50
Infrastructure	Male	65	36.32	2361.00
	Female	10	48.90	489.00
Clarity & Communication	Male	65	37.09	2411.00
	Female	10	43.90	439.00
Objectives Alignment	Male	65	37.65	2447.50
	Female	10	40.25	402.50
Training Methods	Male	65	37.97	2468.00
	Female	10	38.20	382.00
Training Duration	Male	65	37.40	2431.00
	Female	10	41.90	419.00

Overall Satisfaction Level	Male	65	37.40	2431.00
	Female	10	41.90	419.00

Male

Female

Interpretation- The mean rank of all the Female respondents is slightly higher than Male respondents for all the 13 items included in present study

Table 8: Test Statistics^a

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Program Quality	263.000	2408.000	-1.154	0.248
Job Relevance	284.000	2429.000	-.798	0.425
Trainer Engagement	305.500	2450.500	-.394	0.694
Trainer Response	281.500	2426.500	-.952	0.341
Trainer Expertise	272.500	2417.500	-1.106	0.269
Structure of Programme	298.000	2443.000	-.501	0.616
Audience Connectivity	281.500	2426.500	-.952	0.341
Infrastructure	318.000	2463.000	-.153	0.878
Clarity & Communication	230.500	2375.500	-1.628	0.103
Objectives Alignment	312.000	367.000	-.267	0.789
Training Methods	272.000	2417.000	-.931	0.352
Training Duration	272.000	2417.000	-.931	0.352
Overall Satisfaction Level	230.500	2375.500	-1.628	0.103

The χ^2 is not significant in case of all the above variables at 5% level of significance indicating that our null hypothesis is accepted. This indicates that difference in the opinion of respondents belonging to Gender is not significant, but it is by chance

FINDINGS

- The statistical data shows that out of a total of 75 individuals, 86.7% are male and 13.3% are female. This indicates a significant gender imbalance in the sample.
- The survey respondents were mainly from manufacturing (26.7%) and marketing (18.7%) departments, followed by general services (16%). A smaller percentage of respondents were from finance (8%), research and development (12%), information technology (5.3%), and maintenance and quality control (13.3%) departments

- It is observed that on most of the parameters, the business unit "Aromatic" has the highest mean rank, indicating the highest level of agreement. However, on some parameters such as "Infrastructure" and "Training Methods", the business unit "Floras" has the highest mean rank. These findings can be used to identify areas where certain business units may require more training or attention to improve their perception of training effectiveness.
- The statistical data analyzed using the chi-squared test suggests that there is no significant difference in the opinions of respondents belonging to different business units regarding various training program factors. The null hypothesis stating that there is no difference in opinion among respondents is accepted.
- The table provides insight into how different departments perform in various areas, which can help identify areas for improvement and inform decision-making.
- All the above variables at 5% level of significance indicating that our null hypothesis is accepted. This indicates that difference in the opinion of respondents belonging to different department is not significant, but it is by chance
- The average rankings for each category were moderate to high, with some minor variations between male and female participants. Overall, male and female participants had similar rankings.
- The Z scores for most of the variables are negative, indicating that the median ratings of the two groups differ in favor of one group over the other. However, the p-values for most of the variables are greater than 0.05, thus null hypothesis is accepted. This indicates that difference in the opinion of respondents belonging to Gender is not significant, but it is by chance.

SUGGESTIONS

- Company personnel must be motivated about the importance of training in order to deal with routine problems, and rewards can be given to those who consistently attend training so that the present satisfaction level continues.
- Though employees of the organisation are highly skilful, company them more to take part in learning opportunities that will help them develop different variety of skills and expand their career prospects.
- Empower the clerical and support workers to attend seminars and conferences on a case-by-case basis in order to increase their commitment and interest.
- Empower more of females to attend the training.

CONCLUSION

This study was a learning experience for me and I came to know the training effectiveness programs in the organisation was positive in response. Training effectiveness is not static; it must be reviewed, updated, and modified on a regular basis to keep up with the changing demands of the economy and government. Policy, information technology improvements, and customer expectations to be able to organizations must focus on improving employee efficiency and effectiveness

Atul Ltd. is performing its role up to the mark and the trainees enjoy the training imparted especially the practical sessions and simulations.

The training imparted meets the objectives like: Effectiveness of the training and its resultant in the performance of the employees, assists the employees to acquire skills, knowledge and attitude and also enhance the same ,helps to motivate employees and helps in avoiding mistakes. It becomes quite clear that there is no other alternative or short cut to the development of human resources.

Training when used in a planned and purposeful manner can be an extremely effective management tool as they increase the knowledge and skills of workers and thereby increasing the productivity and wealth of the organization. Overall employees are satisfied with the effectiveness of the training programme of the organisation.

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