



AN “EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN INDIAN INDUSTRIES” (SPECIAL REFERENCE TO CHITTOOR DISTRICT)”

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Abstract

A well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts. Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. Training allows employees to acquire new skills, sharpen existing ones, perform better, increase productivity and be better leaders. Since a company is the sum total of what employees achieve individually, organizations should do everything in their power to ensure that employees perform at their peak. With the changing time and even fast changing technologies, Indian companies have started realizing the importance of training. In view of the scenario, the present study provides the base to understand the reality happening in Industries in India in general and in particular to the industrial units in Chittoor district. Further, the study also provides a conceptual and practical base to critically evaluate the existing training and development initiatives being practices in select industrial units. The study further provide the base to evaluate the draw backs and also helps to rectify it to improve production and finally to have an impact on the growth of Indian economy.

1. Introduction to Training and Development

The rising need of modern industry has pressurized the companies to cope up with the rapid changing technologies and to match with the expectations needed to fulfill the tasks; the companies from India and abroad have realized the importance of training at corporate level. The need for increasing the network have encouraged the global corporate to increase the abilities of the employees who are the chief organs of production and who can raise profits for the company. Training can also be viewed as one of the sources for retention of the employees. The amount of value being achieved towards training an individual in a company can be received back only when the employee can extend the needed skills after the training is been imparted and the results have been shown in terms of his contribution to production and profits for the company.

Through training and development, the employee enhances and acquires the abilities needed in their day to day targets. Workers/employees can perform at a faster rate and with efficiency thus increasing overall contribution for the development of the company. According to Dale S Beach, training can be viewed as the well framed and organized procedure by which the respondents learn knowledge and/or skill for a definite purpose which may involve their best effort for achieving organizational objectives’. According to Edwin B Flippo, ‘Training is the act of increasing the knowledge and skills of an employee for doing a particular job. Training can be considered as basic learning experience that is being planned and carried out by the organization in order to ensure the growth for achieving more skilled task behaviour by the trainee. Training is mainly concerned to increased skilled task behaviour by the receiver. It can be considered as job oriented, further, it aims at maintain and improving current job performance.

In the words of Harris O.J. and Observe Jr, “training will have the goal which may include the redirection or improvement of behavior, so that the performance of the trainee becomes more useful and productive for himself and for the organization of which he is a part/training normally concentrates on the improvement of their operative skills, interpersonal skills, decision making skills or a combination of these”. According to H. John Bernardin “training can be considered as an attempt to improvise the output of an employee on a currently held job or one related to it”. Nadler has stressed the difference between ‘training’ which is concerned with present jobs, and ‘development’ which is concerned with future jobs as opposed to Hamblin who assumes development simply as training for future jobs. Training is a continuous learning process. It provides the flow of communication the people and increases the intelligence and performance by helping them to improve their commitment to the organization. Training can be given to individuals and groups. Content of trainings increase skill development and improve behavior at workplace. Training and development is one of the key HR functions.

Most of the organizations look at training and development as an integral part of the human resource development activity. Currently, the modern organizations have mandated training hours per year for employees keeping in consideration of the growing adaptation of technology, deskilling the employees at a very fast rate. Technically training involves change in attitude, skills or knowledge of a person with the resultant improvement in the behavior. For training to be effective it has to be a planned activity conducted after a thorough need analysis and target at certain competencies, most important it is to be conducted in a learning atmosphere.



2. Review of Literature

A brief collection of literature review pertaining to the study is presented below.

Herman Aguinis and Kurt Kraiger (2009) adopted a multidisciplinary, multilevel, and global perspective to demonstrate that training and development activities in work organizations can produce important benefits for each of these stakeholders.

Subrahmanian M(2010) has evaluated the training programmes in India Post. The study focused on the various training programmes at India Post and made an attempt to analyze the effectiveness of training programmes which have been implemented for Non-gazette employees. The study has revealed that, programme content, assignments and planned improvement will have an impact on the improvement of training programme in India Post. Hamid Sheeba(2011) has focused on the effectiveness of programmes involving training and development at Uttar Pradesh State Tourism Development Corporation(UPSTDC) . The study has emphasized on the importance of training as important HRD activity. The author has found the impact of obsolescence during the training and discussed how it is going to have an impact on the growth of the employees in reaching the competitiveness to perform the tasks assigned by the UPSTDC.

Ramakrishna et al.(2012) have made an attempt to examine the effectiveness of training and development programmes. The authors have studied the training development programmes offered for Canara bank employees and also ascertained the satisfaction levels of employees on improving the present system. The study revealed that majority of the employees of Canara bank have given good rating which specify the satisfaction towards training and development programmes. Nassazi(2013) in his doctoral thesis has focused on the training effects on the performance of employees. The study focused on the three select telecom companies performing operating in Uganda. The study focused on 120 sample respondents and the study has revealed that, performance of employees will surely will get affected by the training and development. Further, the programs prescribed under training and development is also very important to reveal the impact of training and development.

Vijayasamundeeswari S.,(2013) in her study on Effectiveness of Training and Development in the Indian Industries has concentrated on the methods of training and development with special focus on measuring the effectiveness of the training programmes with special reference to Brakes India Limited at Chennai. The author has observed that, for training and development to be effective, the organisation should become a learning organisation, whereby learning is encouraged by all stakeholders from individual employees to management. It is therefore imperative, for management to implement and proper learning processes in the organisation. Bhati and Kaur(2014) have emphasized on Global Training and development trends and practices. The study focused on the changes in corporate training expenditure since 2006 and the corporate training initiatives in India. The authors have concluded that The new global trends in the corporate world is to emphasize more on applying systematic approach to training and development in order to achieve higher level of organizational effectiveness. Tahir et al.,(2014) in his joint paper has selected the United Bank Limited situated in Peshawar, Pakistan to assess the impact of training and development on performance and productivity of employees in the United Bank. The study investigated the perceptions of the employees towards benefits they achieved from training and development and the competency levels required for the employees to increase their performance. The study concluded that the training and development implemented effectively will help to increase the skills and capabilities of employees for better performance and also the organization to grow in the competition need to give training and development as one of the sources linked with organization's growth.

Bhartiya C.,(2015) in his study has evaluated the impact of training on development of performance of employee in select public sector organizations. The author has found that employee satisfaction in the organization not only influenced by the best practices but also the systematic learning approach that the employee receive during the knowledge enhancement process and further, the author suggested the need for the organization to impart career path of the employee through effective training and development. Suhasini R., and Suganthalakshmi T.(2015) have focused on the emerging trends in training and development by focusing on the various computer based and internet based training and development sources. The authors have felt that, computers are used in support of more traditional training approaches and the support was initially the inclusion of computer requirements and mini-programs in multimedia learning packages, extending the audio and video elements described above to the much more flexible computer. Corporate training technologies are rapidly changing.

3. Objectives of the Study

The goal of the study is to learn and measure the effectiveness of training and development initiatives being taken in Indian Industries with special reference to Chittoor District. More specifically the study concentrates on the following objectives.

- a) To study the Industrial Environment scenario in the Chittoor District with special reference to training and development activities.



- b) To examine the existing policies and practices being governed for training and development by the government and other training agencies.
- c) To identify deficiencies in the dimensions of training and development and suggest suitable measures for betterment of training and development activities in the select districts.

4. Methodology

The study is based on secondary data sources. The secondary data is culled out from the records of select industrial units, records and publications of office of MSMEs, district level reports and reports being issued by Government of Andhra Pradesh. Data is also collected from the publications of Director of MSME, Government of Andhra Pradesh and Director of Labour, Ministry of Labour of Government of Andhra Pradesh and other State level offices. Various Governments reports, planning commission reports, ILO publications and other published references on the training and development is the major source of secondary data.

The detailed analysis is presented below.

5. Industrial Scenario in the State of Andhra Pradesh with Special Reference to Chittoor District

The state of Andhra Pradesh is located on the Southeast coast of India and is a natural gateway to East & Southeast Asia. The State has a population of around 4.93 crore as per population census - 2011, and accounts for 4% of nation's population, residing a 4.9% of country's geographical area. Andhra Pradesh has abundant natural resources (Barytes, Limestone, Bauxite, and a number of minor minerals), fertile land and river basins, water resources, extensive canal system and conducive agro-climatic conditions. The State maintains the second longest coastline in India and is also one of the largest producers of marine products. At current prices, the Gross State Domestic Product (GSDP) of Andhra Pradesh was 4,75,859 crore in 2013-14. Between 2004-05 and 2012-13, the average annual GSDP growth rate of Andhra Pradesh was 7.25% while the average per capita income at (current prices) increased from 46,345 in 2008-09 to 88,876 in 2013-14. Andhra Pradesh, over the years, has been established for its presence in agro and food processing, textiles, chemicals & petrochemicals, pharmaceuticals, metallurgy, electronics and electrical engineering sectors.

Industrial environment in the state of Andhra Pradesh especially after the initiation of Government order for Micro/Small Enterprises, Medium and Large Industries were been very encouraging. The Industrial Investment Promotion Policy (IIPP) which being regulated after the Andhra Pradesh Reorganization Act, 2014 gave a new source of opportunities for the entrepreneurs for the 13 districts. Government of Andhra Pradesh has accorded top priority to industrial development for making Andhra Pradesh to a progressive and highly industrialized state, a State that is been recognized as centre of technology and innovation.

Several Industrial Associations including CII, FAPSIA, FAPCCI, A.P. Spinning Mills Associations, ALEAP etc were actively involved for making new policy. Industrial Development Policy (IDP) 2015-20 has been prepared to make Andhra Pradesh most preferred destination for investors by providing favourable business climate, excellent infrastructure, good law and order and peaceful industrial relations. The new industrial policy also focuses on creating a conducive ecosystem which makes industries based in Andhra Pradesh innovative and globally competitive. Government of Andhra Pradesh (GoAP) lays utmost emphasis on sustainable industrial development anchored by capacity building at the grassroots level. Under the new "Industrial Development Policy (IDP) 2015-2020". Further, the state encouraged the benefits covering the categories of (a) Micro, Small and Medium Enterprises (b) Large Industries (c) Scheduled castes and Scheduled Tribe Entrepreneurs (d) Backward Class Entrepreneurs (e) Women Entrepreneurs and (f) Mega Projects.

With reference to Chittoor District, which is being spread across 15,359 sq kilometres and having 41.70 lakh population has a healthy literacy rate of 72.36%. The District domestic product occupies 7 % share in the total state's GDP with a value of 30,359 crore. It is being well connected through road and train facility. With reference to resources, it has rich in agricultural resources with food industries constituting nearly 30% of the total number of units and contributing to 34% of the total employment and 19 percent investment. On the whole, there are 16562 industrial units registered in the district and among them 82 units are medium and large units and the rest of them comprise micro, small and medium enterprises. The total work force participating in these industrial units are 47411. With reference to composition of industries, 29.7 % of industries are agro and food based, 8.14 percent are forest based, 18 percent of them are mineral based, 12 percent of them are mineral based, Engineering occupies 12.53 percent, followed by leather and chemical owning 7 and 4 percent respectively. The other industrial units combinly lead 15.62 percent.

6. Year Wise Growth in the Industries in Chittoor District

The following table shows the growth of the industries from 1996-97 to 2008-09 periods. From the table, it is to interpret that, for the period 1996-97, the total number of industrial units in the district are 3419 which is grown to 4466.



Table 1: Year wise growth of industries in Chittoor District

Period	Total number of industrial units in the district	Manpower	Total capital (in lakhs)
1996-1997	3,419	29,824	665
1997-1998	3,524	31,662	7,051
1998-1999	3,645	32,789	8,723
1999-2000	3,670	32,900	8,840
2000-2001	3,760	34,583	11,095
2001-2002	3,851,	35,382	12,218
2002-2003	3,914	36,188	13,299
2003-2004	4,516	39,668	10,833
2004-2005	4,675	40,102	11,980
2005-2006	4,696	40,281	12,255
2006-2007	4,113	39,540	16,574
2007-2008	4,214	41,510	20,601
2008-2009	4,466	47,411	31,370

Source: DIC reports, Chittoor District

With reference to manpower, the district has provided tremendous growth in the man power in the industrial sector as the man power has raised from 29824 to 47411 which is almost equivalent to 1.6 times. With reference to the total capital injected for the industrial units it has increased from 665 lakhs in 1996-97 period to 31370 lakhs. It is a clear evidence that the industrial units have been raising in the district and the employment is also been increasing as the manpower has been raised to a significant level. Rise in the capital would also provide a source of information that the industrial units have been raising due to the fact that the capital inflow has been increasing in the sector. The total capital invested has increased to almost 5 times in a span of 12 years.

7. Analysis on Industry Wise Analysis in Chittoor District

As per the records being observed from the Industries Department, Government of Andhra Pradesh state, the total number of industries functioning in the Chittoor district has been broadly categorized into 8 types. These are:

- a) Agro based industries
- b) Industries based on forest produce
- c) Textile based industries
- d) Natural Mineral based industries
- e) Manufacturing/Engineering based industries
- f) Chemical based industries
- g) Leather industries
- h) Other tiny industries.

From the table presented below, which provide the information on the category wise percentage of units been functioning in the district, it is clear that the agriculture based industries remained top as it represents 29.79 percent of the total units. The second highest portion is occupied by Textile based. The manufacturing/engineering based industries occupy 12.53 percent. The rest of the industries occupies less than 10 percent of the total industrial units in the district. The other tiny industries altogether represent 15.62 percent. With reference to percent of total investment, it is been observed that, highest investment been employed to Natural mineral based industries and these cover 19.23 percent of total investments.

Table 2: Category wise percentage of industrial units, total investment and total employment

S. No	Category	Percentage of number of units	Percentage of total investment	Percentage of total Employment
1	Agriculture based	29.79	18.93	34.17
2	Industries based on Forest produce	8.14	3.38	4.65
3	Textile based industries	18.45	23.44	16.26
5	Manufacturing/Engineering	12.53	15.14	12.47



6	Chemical based industries	4.00	4.06	7.25
7	Leather based industries	7.00	7.11	7.25
8	Other tiny units	15.62	8.68	16.34

Source: Ministry of MSME reports, Government of Andhra Pradesh state, 2013

8. Industry Wise Segmentation of Economy of Chittoor District

The growth of economy is being determined by the development in the areas of services, industry and agriculture sectors.

Table 3: Sector wise GDP in the three sectors in Chittoor District

Sector	Major units	Sector wise GSDP
Agriculture	Agriculture	1497
	Livestock	676
	Forestry	229
	Fishery	8
Industry	Mining	72
	Power, Gas & Water Supply	504
	Construction	1330
	Manufacturing – Registered	1694
	Manufacturing – Unregistered	528
Services	Trade & Hotel	2086
	Railways	99
	Transport & Storage	965
	Communication	1026
	Banking & Insurance	1524
	Real Estate & Business	1399
	Public Administration	649
	Other Service	1742

Source: Directorate of Economics & Statistics, Government of Andhra Pradesh, 2015

The Gross State Domestic product(GSDP) is been measured for each of the three sectors in Chittoor district. With reference to Chittoor district, it is been observed that highest GSDP is been provided by services sector. With reference to agriculture sector, highest GSDP is been provided by the agriculture and live stock. With reference to industrial sector, the construction and registered manufacturing sector have been providing highest among the industrial sector. With reference to services sector, trade & hotel, banking and insurance, communication sectors have been providing highest contribution to GSDP.

9. Per Capita Income of Chittoor District

Per capita income is one of the measures which helps to understand the growth of the region. It is the average incomes which are calculated on the basis of the average income being calculated per a person in a particular region. Here, the region may include the country, state, district or a particular place. The per capita income is calculated on annual basis and it is technically calculated by taking the ratio of the region's total income achieved by its total population. The following table show the per capita income of the state which is been calculated for the period 2006-07 to 2012-13.

Table 4: Per capita income of Chittoor District

S. No	Period	Per capita income (Rs.)
1	2006-07	26146
2	2007-08	31759
3	2008-09	35639
4	2009-10	38787
5	2010-11	48768
6	2011-12	57209
7	2012-13	64816

Source: Directorate of Economics & Statistics, Government of Andhra Pradesh, 2015



10. Industrial Clusters in Chittoor District

Industrial clusters provide the feasibility for the industries to avail the assistance on a common collaboration. The government support and other permissions, training and development, information sharing and frame work for associations can be done in the clusters. The industrial clusters in the Chittoor district are classified into:

- Food and Agro based clusters focusing on fruit processing
- Powerloom clusters focusing on the textile development
- Bus body building under engineering cluster
- Granite cluster focusing on the minerals extraction.

Table 5: Clusters in Chittoor District

S. No	Type of Cluster	Major Area	Total units in operation	Turnover details	Approximate Employment
1	Food And agro based	Fruit pulp, concentration and pure juice extraction	67	Local capacity: 1250 million Export capacity: 3300 million	20,000
2	Textile	Yarn, fabric production	530	Local Capacity: 2000 million	24000
3	Rice Mill	Milled Rice, production of Rice bran oil	153	Local Capacity : 4000 million	6000
4	Manufacturing	Busbody building	242	Local Capacity 113 million	3000
5	Mineral extraction	Granite processing	200	Local Capacity 1800 million	2000

Source: Directorate of Economics & Statistics, Government of Andhra Pradesh, 2015

The above table shows the details are clusters which are been operational in the Chittoor district. The table shows the results on the clusters influence in the industrial climate in the district. Since Chittoor district is dominated by the industries under these 5 segments namely food and agro based, textile, manufacturing, mineral extraction and other engineering industries. These 5 clusters altogether providing the employment to nearly 60000 people and its production capacity has also shown more than 100 million tones. It is clear evidence that the sector is dominated by the textile segment as it is having highest number of units in comparison with all the other sectors. Table-5.

11. Role of District Industrial Centres

The District Industrial centre in Chittoor was sanctioned on 1st November, 1978 to work on the following objectives.

- To make research on the present practices, the scope of advancement in the traditional methods, industries, enhancing the knowledge of human resources, identifying the methods and forecasts for various items, to develop feasibility reports and offer advices to the entrepreneurs to open new industries in the districts.
- To facilitate the training requirements for human resources especially for small and medium scale industries and act as a mediator with these industries to provide support on various aspects of training, research and development and controlling methods
- To provide information on initiation of industries, information on availability of raw material, production, processes and documentation.
- To act as a mediator with banks to providing financial assistance, application follow up, monitoring of credit patterns and other financial assistance to the industries.
- To manage the outlets, liaison with the government and other government agencies to convey the information market structure, practices, trends and practices.

12. Conclusions and Suggestions

With reference to the administration structure of the district, the district is been divided into 3 revenue divisions including Tirupati, Chittoor and Madanapalli and overall the district contain 3 sub divisions and 66 mandals. With reference to male and female ratio, the district has almost equal proportion where the male are 20.83 lakh and the female represent 20.86 lakh. Among these the rural population is 29.41 lakh and the urban population is 12.28 lakh. The district maintains 4 lakh 52 thousand hectares of forest. The analysis on Infrastructure facilities in Chittoor District reveals that district maintain one of the best infrastructure facilities in the state as the high way network in the district covers 609 km and the Gram Panchayat road maintains 7782 km. Industrial scenario in Chittoor District reveals that witness the domination of large enterprises in



the district. Though MSMEs are offering highest employment to manpower, the large enterprises presence in the district give more advantage to not only in terms of productivity but also the density of the industries leading to increasing facilities of transportation, better livelihood opportunities to the people in the district.

The study on investment trends in the Special Economic Zone in Chittoor District revealed that, the government has created plug and play facility, promoting innovation and entrepreneurship and enabling the needs of the entrepreneurs through effective advising, funding through seed capital, training and development and dissemination of knowledge through effective research approach. Further, there is much to be fulfilled as the production units many segments are comparatively less than the area developed. Further, it is also to understand that, Tirupati has become the major hub for industrial development despite its significance as pilgrimage centre.

With reference to Chittoor district, it is been observed that highest GSDP is been provided by services sector and with regard to agriculture sector, highest GSDP is been provided by the agriculture and live stock. With reference to industrial sector, the construction and registered manufacturing sector have been providing highest among the industrial sector. The study on per capita income of Chittoor District reveals that as the industrial growth has been positive, the per capita income has been raised from Rs.26146 during 2006-07 to Rs.64816 during 2012-13 periods. In order to encourage the talented pool of prospective candidates, the Government of Andhra Pradesh has introduced a Corporation focusing on State Skill Development (APSSDC) which works with similar goals as set by the National Skill Development Corporation (NSDC). The APSSDC has encouraged the creation of Manpower Information System to present the information on timely labour engagement, availability of labour, demographic, geographic analysis of labour force available and working. To increase the efficiency of labour especially in the area of technical adoption, advanced machines usage, usage of systems and computes for advanced manufacturing/production and distribution, there is a clear need for sustainable initiatives from district and state authorizes.

The facility of better infrastructure coverage such has high way network can be used effectively to bring industries from major cities such as Chennai, Nellore and Vijayawada. The MSME reports clearly reveal that the production based industries have more scope in the district in comparison with service oriented industries. The district officials and the government should encourage more on the mega projects as only 73 mega projects have proposed to serve in the district. Furthermore, encouraging Start ups, creating tax free set ups, funding through seed capital and better training and development facilities will increase the flow of industrial inputs in the district. Majority of the industrial units in the district are small scale industries and there is a need for encouraging large scale industries to generate more employment in the district.

Despite the industrial growth and GSDP remained positive, there is a clear need to focus on other clusters such as manufacturing, mineral extraction and engineering industries because of the reason that these industrial have the potential to generate more employment as well as the revenue for the district as well as the state.

The training and development initiatives in Industries in Chittoor District clearly show that there is a clear need for the creation of permanent skill development centre due to the fact that the existing facilities for training and development such as ITI and other engineering colleges and there is a clear need for collaborating the institutions for providing and enhancing skill development. Presently he APSSDC is focused on more one the organized training and development for technical and executive cadre. There is a rising gap in the development of skill enhancement in the area of plant and factory based training requirements.

The role of District Industrial Centre need to be further strengthened in the area of training and facilitating the training requirements. So far, DIC has been concentrating on few areas in small and medium scale industries' requirements. There is a clear need for upgrading the training facilities to various sections of both large and medium scale industries. With reference to Andhra Pradesh State Skill Development Corporation, it is observed that, the APSSDC is been concentrating on skill development to SHGs, and collaborating with the engineering graduate students. Especially in the area of manufacturing and other areas in mineral extraction industries, the APSSDC need to strengthen its works.

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