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# A study on employees training and development in cethar limited at Tiruchirappalli district

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### ABSTRACT

India is passing through conclusive due to advancement in science and technology but, at the same time 882 million people of this country are caught in the twilight zone of development and under-development. Despite the fact of viewing human resources as an asset, there is a gloomy side to this issue. An element that has surfaced in the warning single of the world bank as related to India is that by the turn of this century, India will have nearly three-fourths of the world 'illiterate population, on the side we side we have abundance of human resources the brain trust of a nation, and on the other side, we are in a state of emergency to convert the human as an asset,. This is possible only through continuous recycling training and re-training. In the past human resource was treated as a commodity exchanged for wages. It was considered as cogs in the machine. It was hired and fired at will. Large scale un employment and availability of human resources in plenty in developing nations made employers devote less attention to human resources. Today there is a linkage between resource and performance of the organizations in terms of productivity and production. Every organization will grow and derive in the present day environment with the help of its training and development. This research paper is made to know the various training given to the employees in this particular institution for the development of the employees.

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### Introduction

In India, training has been defined as a process by which the employees of an organization are helped in a continuous planned way to acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles. It develops their general capabilities, develop organizational culture in which the supervisor, subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees.

We have been very frequent debates and discussion on the issue of training in the industrial sector. We know that during the three decades there has been enormous growth of training activities. Growth can be visualized in terms of increases in the number of institutional facilities both in company as external for training. A very large number of professional bodies have emerged on the scene. It can be said that training functions in the Indian economy particularly in the industrial sector, have attained a level of maturity.

#### Statement of the problem

When needs arise as a result of findings from the outcome of performance appraisal. As a part of professional development plan, to help an employee be eligible for a planned change in role in the organization. To include changes in the attitudes of the employees, to suit to me new technology our environment.

#### Scope of the Study

- It was envied therefore that data generated from this study would enable CETHAR LIMITED to assess its training function more critically and have correct perceptions of the actual situations of training in the organization.
- The findings of the study can motivate line & training managers and focus attention on issues critical to effective development of their work force.

- The findings of the study will be of highly beneficial to training department in CETHAR LIMITED as the study suggests may way to develop its human resources.

#### Objectives of the Study

- 1) To provide them with opportunities to training relevant new skills and behavior
- 2) To equip participants to lead for performance more strategically.
- 3) To develop the interpersonal trust.
- 4) To create a climate where human growth and development become one of the functions of the management as well.
- 5) To analyses the employees training and development programme.
- 6) To remove communication blocks to speed up communication.

#### Research Methodology

**Aim:** A study on organizational development at Cethar limited in Karumandabam, Tiruchirappalli.

#### Objectives

- 1.To study the source of recruitment
- 2.To find the difficulties during recruitment procedures
- 3.To know that they are selecting right man for a right job.
- 4.To know the effectiveness of the recruitment procedures.
5. To analyses the problem during recruitment and to offer suggestion.

#### Research Design

The research design is descriptive in nature which include the opinion of the employees and employers, the major purpose of the descriptive research is the state of affair as it exists at present.

#### Scope of the Study

To study on the suggestion are given to the organization for improving areas where chances are recruitment analyzing the

opinion of all staff members of the company and evaluating its effectiveness compared to stand and practices.

#### **Sampling Design**

Simple random sampling is used. It constitutes according to the conveniences of the researcher's.

#### **Sample Size**

Sample size is taken for the survey is 50.

#### **Tools Used**

Percentages analyses are used in order to analyses and interpret the data.

#### **Sources of Data**

##### ❖ PRIMARY DATA

##### ❖ SECONDARY DATA

#### **Primary data**

The primary data for this study were collected from various department employees and direct observation.

Multipoint scale was used to measure the opinion of respondents.

#### **Secondary data**

Secondary data were collected from text books and websites, journals, newspapers, annual reports of the company and post reports.

#### **Limitations of the Study**

- The findings are drawn only on the basis of information supplied by the respondents.
- The data collection is too difficult because the employees are very busy.

#### **Review of Literature**

**Gupta A.P (1999)** has studied Visakhapatnam Steel Plant of Restriya Ispat Nigam Ltd.(RINL) is the first shore based integrated steel plant of the country commissioned in the early nineties. This plant has adopted many innovative management practices, and has earned a place of distinction in the Indian Steel Industry. To accelerate the learning curve, various strategies were adopted for Training, which include basis skills and advanced skill development; Utilization of the services of foreign experts; Unit Training ;and training overseas. The top management's involvement is through apex level committee on human resource development and training advisory committee. The annual training plan is prepared based on survey, and nominations are obtained in the beginning of the year. A three-tire evaluation system for the technical training has been adopted as RINL. Stage I, focuses on reaction level-though feedback at the end of the program. Stage II, centres on the learning level –through examinations. Is some programs, a learning Index is found out by comparing pre-test application level on the job implementation aspects are evaluated after one or two months of training.

**Binna Kandola (2000)** has discussed some of the difficulties associated with accurate and useful evaluation of training effectiveness, Particularly in the development of soft skills, which included skills related to people management. The author highlights some existing Training evaluation techniques and then the outlines a model of Training evaluation currently being developed in the United Kingdom. The model is based on the principle that the evaluation of Training needs to start before Training commences and continue beyond the Training event. The model covers various areas of Training needs analysis, climate for Training ,gathering and organizing Training providers information, evaluating using knowledge tests, evaluating the trainer, inculcing the Training experience itself, and evaluating behavior changes.

**Srivastava (2001)** have evaluated the effectiveness of various Training programmes by TATA steel's shavak Nanavati

Training Institution (SNTI) Effectiveness of training was measured in terms of various out comes-such as satisfaction level, reaction and feed back of participants .Change in performance and behavior as perceived by participants, their immediate supervisors ,and departments heads, sample consists of 60 HODs ,1400 participants ,1300-Immediate Supervisors from various departments. The data were collected through structured interview schedule. It found that satisfaction level of participants, their supervisors, and divisional heads were average for all type of programmes but transfer of learning was not as expected form their supervisors. Training programmes could meet the objectives only to a limited extent and it was not linked with the career advancement of the participants 60.

**Ogunu (2002)** has made a study aimed to evaluate the management Training programme of Guinness Nigeria PLC. With a view to determine its effectiveness to achieve this a questionnaire (MTDQ).It has been administrated to 50 management staff of a company analysis of the date obtained from the field by means of the research instrument showed that, they management Training programme provided by the company has been perceived by the management staff as relevant, adequate and effective in terms of their job performance.

**Panchalan (2003)** has aimed to evaluate effectiveness of executive Training programmes Of NLC Limited, a public sector undertaking ,seven major factors such as objectives and relevance; Programme contents ,method of presentation , Instructional materials, are adopted for evaluating 15 executives Training programmes and respondents. The results of the study showed that the Training programmes of the respondents organization are effective. From the related previous studies ,it is known that different aspects of Training such as practice , climate, competence, Training effectiveness and connected issues are analysed with reference to different industries. There is no comprehensive attempt in this direction is made NLC Ltd. With reference to the four elements of Training therefore the present study is attempted to bridge the gap..

**Ramesh and Akaber** studied about the deriving best result from through Leadership training: The study of happiness has been on the raise, both in personal and professional lives-while a consensus definition of happiness has not been established ,correlations between happiness and workplace performance have been established. This article examines the relationship between workplace happiness. Productivity and firm performance. The articles examines shah's (2010) model for using organizational design to inspire workers happiness the practices followed by Zippos is used to show applications and provide inspiration organizational leaders.

In the present targeted environment, where project are complex and complicated, leaders need to be trained well to face the pressure and deal with them members. The success an enterprise is predominantly dependent upon the quality of its leadership effective leadership skills helps the leader to establish strong relationship and with the secure their willing co-operation and garner maximum support they should make a paradigm shift in their approach and learn to push the boundaries of doing thing within the some set of procedures, training coaching and cross-training will broaden the learning curve and leaders can really acquire new skills through adequate training.

**Christopher Amrutham (2011)** studied about the motivating employees a everlasting challenge: motivating employees is always a challenging job to performed by the manager. The oretically stated and practically provided point is, employees can only be motivated by satisfying their needs. They

needs are not consistent and stable for the employees. They keep on changing with the changing the business. Circumstances and human requirements. Hence motivating the employees depends on identifying their needs and there by fulfilling them the best possible extent. This is always at changing task for the employees. This criticalness therefore looks into these issues so as highlight the everlasting challenge of motivating the employees in relevant to the current seniors.

**Prinka Rawal (2011)** studied about the employee retention: it is an art of keeping the people who keep the you in business. Studied acquiring skilled workforce is just not enough in today's changing economy; instead a lot needs to be done retain them. Losing knowledgeable and trained staff. Can cause serious damage to the company's progress and performance in the market. Since employee is great asset to the company ,their hard work and dedication towards Work should be acknowledged sense of belongingness. This article take about concept of employee retention and its relevance for making organization excel in all dimensions.

**Dr.Sandhy Mehta (2011)** studied about the leadership for excellence in learning organization : learning organization is an organization where people continually expand their creative horizons and where new and holistic learning patterns of training are nurtured. The leaders need to adopt 'three 'c' approaches in order to build a learning organization. This would involve commitment to steward the organization towards evaluation any change; 'culture building' by nurturing a culture of learning orientation, creatively and innovations, and building 'collaborative spirit' between all the members of the organization by fostering a climate of trust, openness and adaptability.

**Minakshi chauhan (2011)** studied about the promoting innovation the role of HR: in the present Era, promoting the organization has become a necessity. In order to be successful, organization has focus on advanced Management concept like promoting innovation : they need to formulate HR strategies that foster them culture, innovation culture, diversity management and upgrade skill of employees, HR persons have to play it key role in promoting organizations- wide innovation and formulate strategies which enhance innovation skills and promote innovation in the organization.

**Shivanisah(2011)** studied about the organizational development and effective changes management : managing changes is one of the most challenging tasks facing organization today. Effective change. The article discusses the activates which are fundamental to successful change management .Two cases from the Indian industry are used to illustrate principles of effective change.

**Sudarkodi and saravanaraj (2011)** studied about the action research an approach to organization development: organization orders to subsist in the competitive world have to adapt new technology , new markets and new process of organizational development by creating a change in Structure, belief attitude and values of the organization . Organisation development is valuable and mutual management of what system wants to become seen in this way, action research is something people do in order to advance the quality of life for themselves and for others.

**Chandrakanta (2011)** studied about the change the perpetual way of corporate change is the only unchanging principle of the world. The illustrious dictum replicates the happiness of the business world. The challenges many business enterprises encounter such as fine-tuning the work placed to major transformation like organizational restructuring such change may be viewed as problem in the workplace on the one

hand, while on other hand if many provide to be a complete advantage for the organization. These articles while discussing the framework of the change management process develop a PROPER model for organizational change.

**Esrafil ali** studied about the employee involvement an approach to organizational development and change: due to globalization and redefining in the field of information technology and advancement and applicability of organizational development has changed.

Luckily most of the organizations are adopting various kinds of organizational changes.

## Results and discussion

**Table 8.1 demographic profile of the respondents**

Particulars	Variables	No. of respondents (N=50)	Percentage
Gender	Male	26	52
	Female	24	48
Age	Below 25 years	24	48
	25-35yrs	18	36
	36-45 yrs	05	10
	Above 45 yrs	03	06
Marital status	Single	38	76
	Married	12	24
Educational qualification	UG	24	48
	PG	15	30
	Technical	08	16
	Others	03	06
Years of Experience	Below 5 years	28	56
	5-10 years	08	16
	11-15 years	07	14
	Above 15 years	07	14
Monthly salary	Below Rs.5000	15	30
	Rs.5000-10000	14	28
	Rs.10001-15000	13	26
	Above Rs.15,000	8	16

**Table 8.2 Department Wise Classification of the Respondents**

Department	No. of respondents	% of respondents
Management	15	30
Administration	10	20
Technical	25	50
TOTAL	50	100

**Source :** Primary data

The above table represents that 20 % of the respondents are from administration department and 50 % of the respondents are from the technical department.

**Table8. 3 opinion about training gives awareness of strength and weakness to the employees**

Opinion	No.of respondents	% of respondents
Strongly agree	30	60
Agree	10	20
Disagree	6	12
Strongly disagree	4	8
Neutral	0	0
TOTAL	50	100

**Source :** Primary data

The above table reveals that 60 % of the respondents have strongly agreed to the above opinion and 8 % of the respondents have strongly disagreed to the above mentioned opinion.

**Table 8.4 Opinion About Eliminate the Fear For New Task**

Opinion	No.of respondents	% of respondents
Strongly agree	10	20
Agree	30	60
Disagree	5	10
Strongly disagree	2	4
Neutral	3	6
TOTAL	50	100

**Source:** Primary data

From the above table it shows that 60 % of the respondents have agreed towards the training eliminate the fear for new task and 4 % of the respondents have strongly disagreed towards the opinion.

**Table 8.5 opinion about the training programme helps to learn more**

Opinion	No.of respondents	% of respondents
Strongly agree	7	14
Agree	20	40
Disagree	10	20
Strongly disagree	4	8
Neutral	9	18
TOTAL	50	100

**Source:** Primary data

From the above table it reveals that 40 % of the respondents have agreed towards the training programme helps to learn more to the employees and 8 % of the respondents have strongly disagreed to the above statement.

**Table 8.6 opinion about the identify the role & responsibility towards the training given in the organisation**

Opinion	No.of respondents	% of respondents
Strongly agree	8	16
Agree	20	40
Disagree	7	14
Strongly disagree	10	20
Neutral	5	10
TOTAL	50	100

**Source:** Primary data

From the above table it reveals that 40 % of the respondents have agreed to the opinion and 10 % of the respondents are neutral.

**Table 8.7 opinion about training programme gives with full involvement**

Opinion	No.of respondents	% of respondents
Strongly agree	5	10
Agree	30	60
Disagree	5	10
Strongly disagree	10	20
Neutral	0	0
TOTAL	50	100

**Source :** Primary data

From the above table it reveals that 60 % of the respondents have agreed the above statement and 10 % of the respondents have disagreed and strongly agreed.

**Table 8.8 opinion about the training increases productivity and quality in the organisation**

Opinion	No.of respondents	% of respondents
Strongly agree	2	4
Agree	30	60
Disagree	3	6
Strongly disagree	12	24
Neutral	3	6
TOTAL	50	100

**Source :** Primary data

From the above table it shows that 4 % of the respondents have strongly agreed, 60 % of the respondents have agreed.

**Table 8.9 Opinion About The Training Programme Can Perform Well In The Job**

Opinion	No of respondents	% of respondents
Strongly agree	30	60
Agree	4	8
Disagree	5	10
Strongly disagree	8	16
Neutral	3	6
TOTAL	50	100

**Source :** Primary data

From the above it reveals that 60 % of the respondents have strongly agreed, 6 % of the respondents are neutral.

**Table 8.10 Opinion about the training programme helps to take decision-making**

Opinion	No.of respondents	% of respondents
Strongly agree	10	20
Agree	15	30
Disagree	10	20
Strongly disagree	0	0
Neutral	15	30
TOTAL	50	100

**Source :** Primary data

From the above table it reveals that 20 % of the respondents have strongly agreed & disagreed, 30 % of the respondents are agree & neutral.

**Table 8.11 Opinion about increases of job satisfaction**

Opinion	No.of respondents	% of respondents
Strongly agree	10	20
Agree	25	50
Disagree	6	12
Strongly disagree	5	10
Neutral	4	8
TOTAL	50	100

**Source :** Primary data

From the above table it reveals that 50 % of the respondents have agreed, 8 % of the respondents are neutral.

**Table 8.12 Opinion about The Training Programme Develop The Attitude**

Opinion	No.of respondents	% of respondents
Strongly agree	15	30
Agree	11	22
Disagree	5	10
Strongly disagree	9	18
Neutral	10	20
TOTAL	50	100

**Source:** Primary data

From the above table it reveals that 30 % of the respondents have strongly agreed, 10 % of the respondents have disagreed.

**Table 8.13 Opinion about the training programme helps to reduce accident**

Opinion	No.of respondents	% of respondents
Strongly agree	8	16
Agree	39	78
Disagree	2	4
Strongly disagree	0	0
Neutral	1	2
TOTAL	50	100

**Source :** Primary data

From the above table it reveals that 78 % of the respondents have agreed, 2 % of the respondents are neutral.

**Table 8.14 Opinion about the on the job training programme helps to reach higher position**

Opinion	No.of respondents	% of respondents
Strongly agree	5	10
Agree	29	58
Disagree	11	22
Strongly disagree	3	6
Neutral	2	4
TOTAL	50	100

**Source :** Primary data

From the above table it reveals that, 58 % of the respondents have agreed, 4 % of the respondents are neutral.

**Table 8.15 Opinion about the strategy helps to improves the performance of the organisation**

Opinion	No.of respondents	% of respondents
Strongly agree	6	12
Agree	30	60
Disagree	7	14
Strongly disagree	5	10
Neutral	2	4
TOTAL	50	100

**Source:** Primary data

From the above table it reveals that **60 % of the respondents have agreed**, 4 % of the respondents are neutral.

**Table 8.16 Opinion about off the job training programme helps you to reach higher position**

Opinion	No.of respondents	% of respondents
Strongly agree	5	10
Agree	22	44
Disagree	7	14
Strongly disagree	6	12
Neutral	10	20
TOTAL	50	100

**Source:** Primary data

From the above table it reveals that 44 % of the respondents have agreed with the above fact and 10 % of the respondents have strongly agreed.

**Table 8.17 Opinion about training programme helps to pickup new technology**

Opinion	No.of respondents	% of respondents
Strongly agree	3	6
Agree	36	72
Disagree	4	8
Strongly disagree	6	12
Neutral	1	2
TOTAL	50	100

**Source:** Primary data

From the above table it reveals that 72 % of the respondents have agreed, 2 % of the respondents are neutral.

**Table 8.18 Opinion about training programme helps in reduced wastages**

Opinion	No.of respondents	% of respondents
Strongly agree	13	26
Agree	26	52
Disagree	2	4
Strongly disagree	3	6
Neutral	6	12
TOTAL	50	100

**Source:** Primary data

From the above table it reveals that **52 % of the respondents have agreed**, 4 % of the respondents have disagreed.

**Table 8.19 Opinion about training programme improve individual personality**

Opinion	No.of respondents	% of respondents
Strongly agree	4	8
Agree	40	80
Disagree	4	8
Strongly disagree	0	0
Neutral	2	4
TOTAL	50	100

**Source:** Primary data

From above the table it reveals that 80 % of the respondents have agreed, 4 % of the respondents are neutral.

**Table 8.20 Opinion about the organisation considers training as a part of organisation strategy**

Opinion	No.of respondents	% of respondents
Strongly agree	5	10
Agree	31	62
Disagree	3	6
Strongly disagree	7	14
Neutral	4	8
TOTAL	50	100

**Source:** Primary data

From the above table it reveals that 62 % of the respondents have agreed, 6 % of the respondents have disagreed.

**Table 8.21 Opinion about training session conducted in the organisation is useful**

Opinion	No.of respondents	% of respondents
Strongly agree	15	30
Agree	19	38
Disagree	6	12
Strongly disagree	8	16
Neutral	2	4
TOTAL	50	100

**Source:** Primary data

From the above table represent that 38 % of the respondents have agreed, 4 % of the respondents are neutral.

**Table 8.22 Opinion about employee are given appraisal in order to motivation them to attend the training**

Opinion	No.of respondents	% of respondents
Strongly agree	30	60
Agree	6	12
Disagree	2	4
Strongly disagree	10	20
Neutral	2	4
TOTAL	50	100

**Source:** Primary data

From the above table represent that 60 % of the respondents have strongly agreed, 4 % of the respondents have disagreed & neutral.

**Table 8.23 Opinion about type of training is being imparted for new recruitment in organisation**

Opinion	No.of respondents	% of respondents
Technical training	25	50
Management training	15	30
Presentation skill	6	12
Others	4	8
TOTAL	50	100

**Source :** Primary data

From the above table represent that **50 % of the respondents are technical training**, 8 % of the respondents are others.

**Table 8.24 Opinion about the workplace of the training**

Opinion	No.of respondents	% of respondents
Excellent	25	50
Good	15	30
Average	4	8
Bad	6	12
TOTAL	50	100

**Source:** Primary data

From the above table represent that 50 % of the respondents are excellent, 8 % of the respondents are average.

#### Findings

- ❖ Majority of the respondents (48%) are less than 25 in age wise classification.
- ❖ Majority of the respondents (52%) are male in gender wise classification.
- ❖ Majority of the respondents (48%) are under graduate in educational wise classification.
- ❖ Most of the respondents (56%) are less than 5 years in working experience wise classification.
- ❖ Most of the respondents (50%) are technical department wise classification.
- ❖ Majority of the respondents (76%) are married in marital status wise classification.
- ❖ Majority of the respondents (30%) are below 5000 in monthly salary wise classification.
- ❖ Most of the respondents (60%) are strongly agree in training awareness of strength and weakness.
- ❖ Most of the respondents (60 %) agree in eliminate the fear for new task.
- ❖ Majority of the respondents (40%) agree in training programme helps you to learn more.
- ❖ Most of the respondents (40%) agree in identify your role and responsibility.
- ❖ Majority of the respondents (60%) agree in training programme with full involvement.
- ❖ Most of the respondents (60%) agree in increases productivity and quality.
- ❖ Most of the respondents (60%) are strongly agree in after attending the training programme you can perform well in your job.
- ❖ Majority of the respondents (30 %) agree and never in training programme helps you to take decision-making.
- ❖ Most of the respondents (50 %) agree in increases your job satisfaction.
- ❖ Majority of the respondents (30%) strongly agree in training programme develop your attitude.
- ❖ Most of the respondents (78%) agree in training programme helps you to reduce accident.
- ❖ Majority of the respondents (58%) agree in on the job training programme helps you do reach higher position.
- ❖ Most of the respondents (60%) agree in strategy helps to improves the performance of organization.
- ❖ Majority of the respondents (44%) agree in off the job training programme helps you to reach higher position.
- ❖ Most of the respondents (30%) strongly disagree in all relevant topics related work objectives were covered training.
- ❖ Majority of the respondents (72%) agree in training programme helps you to pickup new technology.
- ❖ Most of the respondents (52%) agree in training programme helps in your reduced wastages.
- ❖ Majority of the respondents (80%) agree in training programme improve your individual personality.
- ❖ Most of the (62%) are agree in organization considers training as a part of organization strategy.

❖ Most of the respondents (68%) agree in enough practice is given for us during session.

❖ Majority of the respondents (38%) agree in training session conducted in your organization is useful.

❖ Most of the respondents (60%) strongly agree in employee are given appraisal in order to motivation them to attend the training.

❖ Most of the respondents (60%) senior staff in training is given more in your organisation's.

❖ Majority of the respondents (50%) technical training in type of training is being imparted for new recruitment in your organization.

❖ Most of the respondents (50%) excellent in the workplace of the training.

❖ Majority of the respondents (42%) internal in the training faculty preferred.

#### Suggestions

- ☞ The worker's may be attended the training programme in routine.
- ☞ The worker's may be encouraged to attend off the job training.
- ☞ The trainers may be improved the training materials.
- ☞ Number of training programme shall be increased related to their jobs.
- ☞ More concentrate on harmonious relationship with trainees.
- ☞ Development of the skills level shall be improved.
- ☞ Suitable incentives shall be given to the trainees.
- ☞ In order to maintain effective in the workers job training and development programme should be improved.
- ☞ Power training and development programme helps to improve the job efficiency.

#### Conclusion

Almost half of the respondents agree the statement that training increases productivity and quality and are satisfied with job after training. Training is an in comparable resources of the universe ' no training no development '. Therefore training and development is the part of any organization for improving the effectiveness of employees.

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