

# Assessing The Effectiveness of Training and Development Programmes on Employee Performance at Tata Steel Ltd.

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## ABSTRACT

This study evaluates the effectiveness of training and development programs at Tata Steel Ltd., focusing on their alignment with organizational strategies and their impact on employee performance. The primary objective is to assess how these programs contribute to organizational competitiveness and employee skill enhancement in the 21st century. Using purposive sampling technique, data was gathered from a sample of 100 employees who have participated in the company's training initiatives. The findings reveal that a majority of employees (98%) recognize training as integral to the organization's strategy and effective in enhancing productivity. However, discrepancies in perceptions suggest the need for improved communication and training customization.

*Keywords: Training, Training effectiveness, Training programmer, Evaluation of Training, development.*

## INTRODUCTION

In the fast-evolving landscape of global industries, companies like Tata Steel Ltd. are continually seeking competitive advantages. One of the most crucial levers for achieving this is enhancing employee performance through effective training and development programs. As a venerable titan in the steel industry, Tata Steel's commitment to continuous improvement offers a rich context for examining how training initiatives impact employee productivity, innovation, and satisfaction.

This study delves into the effectiveness of Tata Steel Ltd.'s training and development programs, aiming to uncover the tangible benefits these initiatives bring to both the organization and its employees. In doing so, it evaluates various aspects of the training programs, from their design and implementation to the outcomes they yield in terms of employee performance enhancements. The exploration involves a multi-dimensional analysis that integrates quantitative performance metrics with qualitative feedback from participants, providing a holistic view of the training efficacy.

At the heart of this analysis is the understanding that employee development is not just about enhancing skills but also about fostering a culture that promotes continuous learning and

growth. Tata Steel Ltd., with its century-old legacy of industrial excellence, provides a unique backdrop for this study. The company's robust approach to training—encompassing technical skills, leadership development, and safety protocols—reflects its broader strategic objectives and its commitment to maintaining a highly skilled workforce in the face of technological advancements and market shifts.

Through this investigation, the research aims to highlight key factors that contribute to the success of training programs and identify areas where improvements can be made. The insights derived from this study are intended to guide HR professionals and corporate leaders in refining their training strategies, ultimately leading to enhanced employee performance and sustained organizational growth. In this way, the study not only contributes to the academic discourse on human resource development but also provides practical recommendations that can be implemented in real-world corporate settings.

By assessing the correlation between well-structured training programs and improved employee outcomes, this study reinforces the importance of investing in human capital. For Tata Steel Ltd., this is not just a matter of policy but a strategic imperative that supports the company's overarching goals of innovation, efficiency, and competitive advantage in the global marketplace.

## **LITERATURE REVIEW**

Human Resources Management (HRM) encompasses all management decisions and practices that directly affect the people working within an organization. Recent years have seen a heightened focus on how organizations manage their human resources, driven by the understanding that employees are crucial for achieving organizational goals and that effective management of these resources is essential for success.

Training and development play a vital role in both preparing new employees for their roles and keeping existing employees updated with essential information. According to Shelley Frost of Demand Media, an effective training program must have a clear purpose and utilize appropriate training methods. Recognizing the factors that influence training programs is crucial for developing or modifying them to meet the specific needs of a business and its workforce.

Onigiri (2011) and Jennifer Chesham's Nzonzo highlight the strategic importance of training and development. While much research has focused on the general benefits of training, there is a noted lack of emphasis on the evaluation of these practices within organizations. This gap underscores the need for a more focused study on how training and development activities are assessed and their impact measured. Shaw (2015) emphasizes that coaches are key to the success of training organizations. Effective coaches should possess professional skills, industry experience, and a deep understanding of learning and development. They should use training programs specifically designed to address industry performance issues and align these programs

with the organization's strategic goals, ensuring close engagement with clients to achieve the desired outcomes.

Abdullah (2009) discusses the challenges in managing HR training and development (T&D), including a shortage of knowledgeable HR professionals and the evolving demand for knowledge workers. The primary concern is the apparent secondary importance of HR T&D compared to Human Resources Management (HRM), leading to potentially ineffective T&D activities. Ananth (1998) sheds light on the challenges organizations face in corporate finance, such as timing in the procurement and investment of funds. He advocates for organizations to adapt to changing environments through decisions made by professionally trained personnel. Cheng and Ho (2001) underline the impact of training on job performance, noting that while top management prioritizes employee performance, employees themselves are more concerned with personal productivity and the rapid obsolescence of their skills and knowledge.

Arif Hassan (2015) in his study 'Human Resource Development and Organizational Values', found a positive relationship between HRD practices like training and development and organizational values such as collaboration, creativity, quality, delegation, and humane treatment. Lewis and Thornhill (2017) explored the connections between training evaluation, organizational objectives, and organizational culture, emphasizing the interplay between these elements. Srivastava (2018) assessed the effectiveness of various training programs offered by Tata Steel's Shavak Nanavati Training Institute (SNTI) in India, providing insights into how these programs contribute to organizational and employee development.

Collectively, these perspectives highlight the complexity and critical importance of effective training and development programs in enhancing organizational performance and aligning employee skills with the strategic goals of the organization.

## **METHODOLOGY**

### **Research Objective**

The objective of the study is to find out the effectiveness of training and development programmes on the employee performance at Tata Steel Ltd. Jamshedpur.

### **Sampling and Data Collection**

The study applied purposive sampling technique to collect primary responses. The primary data was gathered using questionnaire targeting employees at Tata Steel, Jamshedpur. The criteria for participant selection included employees who had been working for at least one year and had participated in training and development programs. From the organization's workforce of over 1,000 employees, a sample size of 100 was chosen for detailed analysis (see Table 1).

Demography	Groups	Respondents
Gender	Male	60
	Female	40
Age	Less than 20	5
	21-30	37
	31-40	40
	41-50	10
	Above 50	8
Experience	1-2 Years	5
	2-5 Years	43
	5-10 Years	22
	Above 10 Years	20
<b>Total Sample Size (n = 100)</b>		

### Primary Data Processing and Organization

The collected data was meticulously organized and tabulated. Responses were categorized under various subheadings as specified in the questionnaire. The analysis involved calculating mean values and percentages to facilitate effective interpretation of the data, allowing for clear conclusions to be drawn.

### Data Entry and Analysis

Entering and analyzing the data presented significant challenges due to the volume and complexity of information gathered from the 15-question survey. Although descriptive responses were fewer in number, they provided valuable insights for the study. These responses were carefully structured and integrated into the overall data compilation and analysis process, ensuring a comprehensive understanding of the impact of training and development programs on employee performance at Tata Steel.

## ANALYSIS AND INTERPRETATION

The study utilizes graphical method for data representation and analysis which are given below: -

### 1. Your organization considers training as a part of organizational strategy. Do you agree with this statement?

Table 2. Responses on “Your organization considers training as a part of organizational strategy.”

Response	No. of Respondents N= 100	Percentage
Strongly Agree	56	56.00%

Agree	35	35.00%
Somewhat Agree	7	7.00%
Disagree	2	2.00%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

Table 2 and Figure 1 show that 56% of employees agree that their organization views training as part of its strategic framework, while 2% disagree. This indicates that while training is considered strategic, nearly half of the employees feel more attention is needed to better integrate training into organizational strategies.



Figure 1. Graphical Representation of “Your organization considers training as a part of organizational strategy”

## 2. How many training programs will you attend in a year?

Table 3. Responses on “number of training program in a year”

Response	No. of Respondents N= 100	Percentage
Less Than 00-10	5	5.00%
10-20	44	44.00%
20-40	49	49.00%
More Than 40	2	2.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 3 and Figure 2 show that the majority of respondents (49%) plan to attend between 20 to 40 training programs in a year, while 44% expect to attend between 10 to 20 programs. A small percentage (5%) anticipate attending less than 10 programs, and only 2% aim to attend more than 40. This suggests a significant interest and commitment to ongoing training and development among the respondents, with a considerable portion engaging in multiple training opportunities throughout the year.

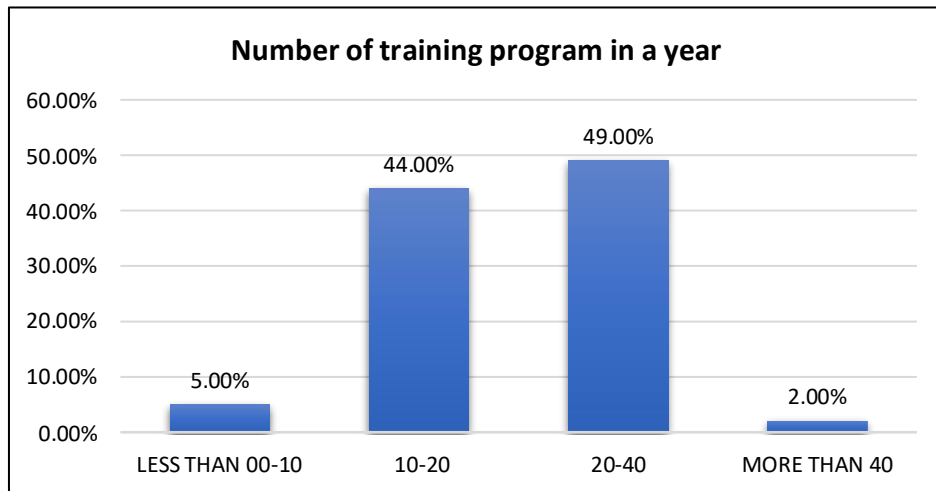


Figure 2. Graphical Representation of “Number of Training Program in a Year”

### 3. Training is helpful in enhancing productivity and performance of employees.

Table 4. Responses on “Training is helpful in enhancing productivity and performance of employees”

Response	No. of Respondents N= 100	Percentage
Agree	64	64%
Strongly Agree	33	33%
Neutral	2	2%
Disagree	0	0%
Strongly disagree	1	1%
<b>Total</b>	<b>100</b>	<b>100%</b>

In Table 4 and Figure 3, the majority of respondents (97%) believe that training enhances employee productivity and performance, with 64% agreeing and 33% strongly agreeing. Only a minimal percentage (3%) express neutral or negative views. This indicates strong confidence in the effectiveness of training for improving employee output and performance.

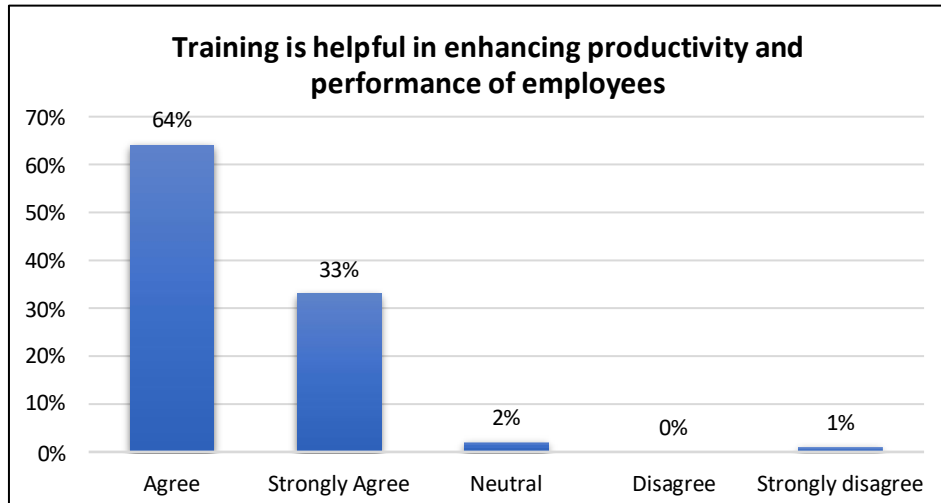


Figure 3. Graphical Representation of “Training is helpful in enhancing productivity and performance of employees”

#### 4. To whom the training is given more in your organization?

Table 5. Responses on “To whom the training is given more in your organization”

Response	No. of Respondents N= 100	Percentage
Senior Staff	3	3.00%
Junior Staff	5	5.00%
New Staff	6	6.00%
Based On Requirement	86	86.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 5 and Figure 4, show that the majority of training in the organization (86.00%) is based on organizational requirements, followed by training for new staff (6.00%) and junior staff (5.00%). Senior staff receive the least training (3.00%), suggesting a strategic emphasis on organizational needs and new employee onboarding.

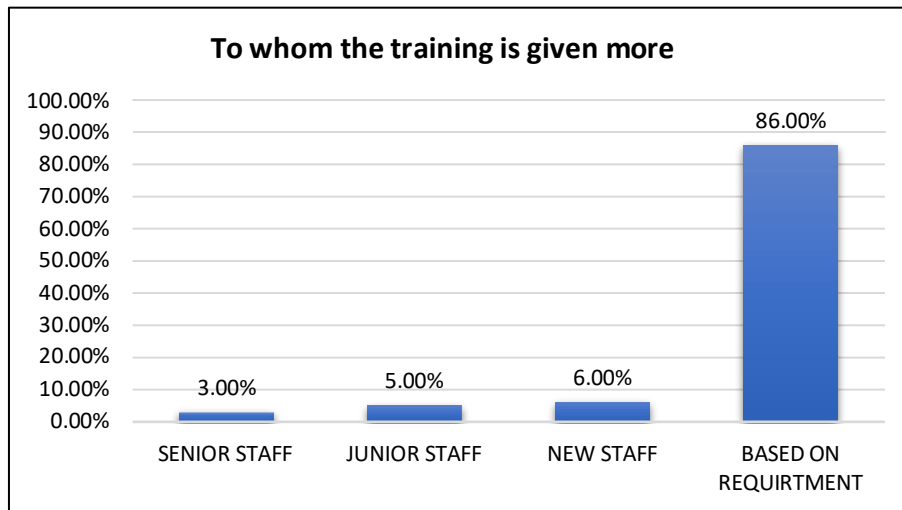


Figure 4. Graphical Representation of “To whom the training is given more”

### 5. Training was useful for personal improvement.

Table 6. responses on “Training was useful for personal improvement”

Response	No. of Respondents N= 100	Percentage
Strongly Agree	65	65.00%
Agree	25	25.00%
Can't say	2	2.00%
Disagree	3	3.00%
Strongly Disagree	5	5.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 6 and Figure 5 show that the majority of respondents (65%) either strongly agree or agree that the training was beneficial for personal improvement. However, a notable portion (25%) either disagree or strongly disagree. A small percentage (2%) couldn't provide a definitive response. Overall, while most respondents found the training useful for personal improvement, there are still some who did not perceive significant benefits.



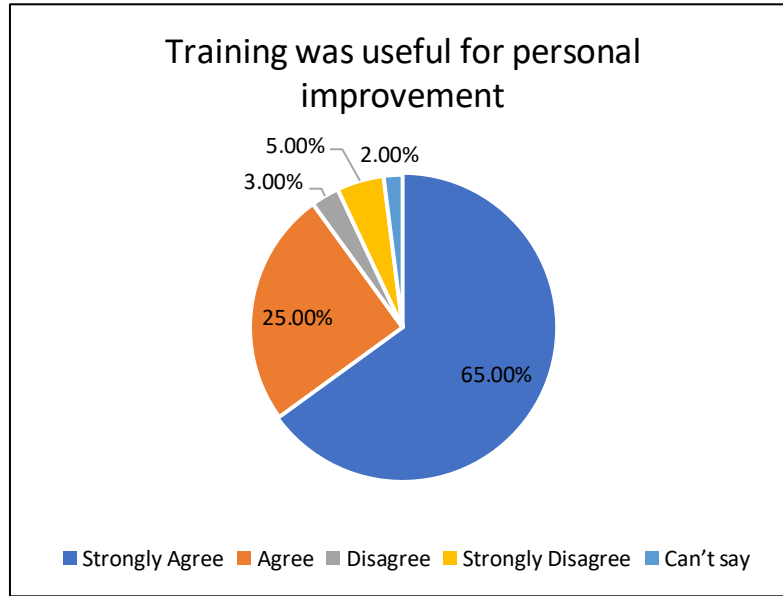


Figure 5. Graphical Representation of “Training was useful for personal improvement”

### 6. Training was free from disturbances.

Table 7. responses on “Training was free from disturbances”

Response	No. of Respondents N= 100	Percentage
Strongly Agree	82	82.00%
Agree	12	12.00%
Can't say	4	4.00%
Disagree	1	1.00%
Strongly Disagree	1	1.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 7 and Figure 6 show that the majority of respondents (82%) either strongly agree or agree that the training was free from disturbances. However, a considerable portion (1%) either disagree or strongly disagree with this statement. Notably, there are no respondents who couldn't provide a definitive response, indicating a clear perception of the training environment.

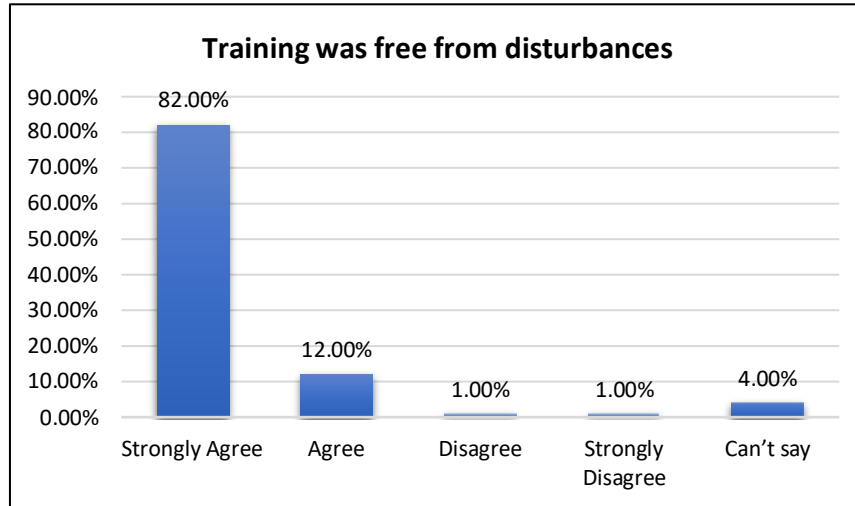


Figure 6. Graphical Representation of “Training was free from disturbances”

**7. What are all the important barriers to training and development in your organization?**

Table 8. Responses on “what are all the important barriers to training and development in your organization.”

Response	No. of Respondents N= 100	Percentage
Lack of interest	49	49.00%
Non availability of skilled trainer	9	9.00%
Lack of time	1	1.00%
Finance problem	4	4.00%
others	37	37.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 8 and Figure 7 show that 49%, emphasizing the need for engagement initiatives. Skilled trainer availability (9%), financial constraints (4%), and time limitations (1%) are less prominent. The remaining 37% cite various other barriers, highlighting the complexity of challenges in training and development.



Figure 7. Graphical Representation of “The important barriers to training and development in you organization”

### 8. It was as a Motivational Training:

Table 9. responses on “Motivational Training”

Response	No. Of Respondents N= 100	Percentage
Strongly Agree	78	78.00%
Agree	12	12.00%
Can't say	3	3.00%
Disagree	5	5.00%
Strongly Disagree	2	2.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 9 and Figure 8 show that the data from the three repetitions of the survey indicates a consistent and overwhelmingly positive response to the motivational training, with 78% of respondents strongly agreeing that it was effective. Additionally, 12% agreed, while only a small percentage disagreed (5%) or strongly disagreed (2%). The consistency across multiple repetitions suggests a high level of confidence in the training's effectiveness. The small proportion of respondents who couldn't say (3%) indicates a minor uncertainty among a few participants. Overall, the data suggests that the motivational training was widely perceived as successful and impactful by the majority of participants.

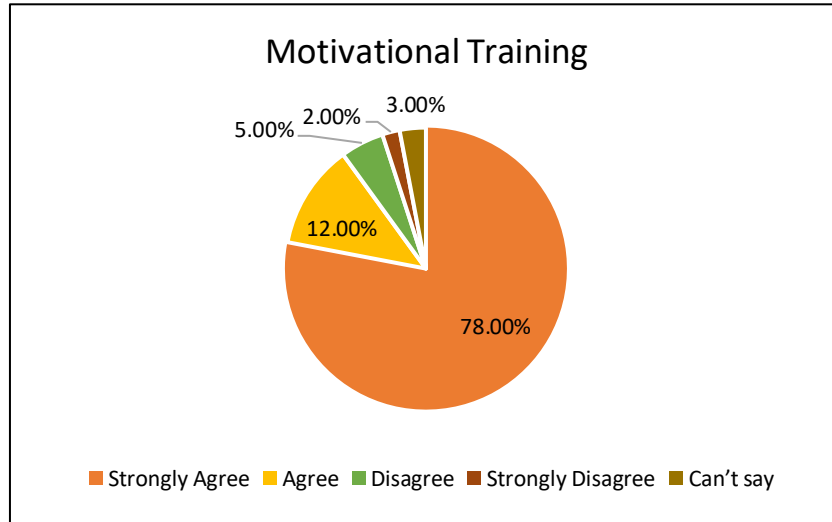


Figure 8. Graphical Representation of “Motivational Training”

### 9. Response of Trainees towards training was positive.

Table 10. responses on “training was positive”

Response	No. of Respondents N= 100	Percentage
Strongly Agree	85	85.00%
Agree	12	12.00%
Can't say	2	2.00%
Disagree	1	1.00%
Strongly Disagree	0	0.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 10 and Figure 9 show that the trainees' response to the training was positive, with 85% strongly agreeing and 12% agreeing, indicating high satisfaction. Only 1% disagreed, and none strongly disagreed. A minor proportion couldn't say (2%). Overall, the data suggests strong consensus and satisfaction among trainees.

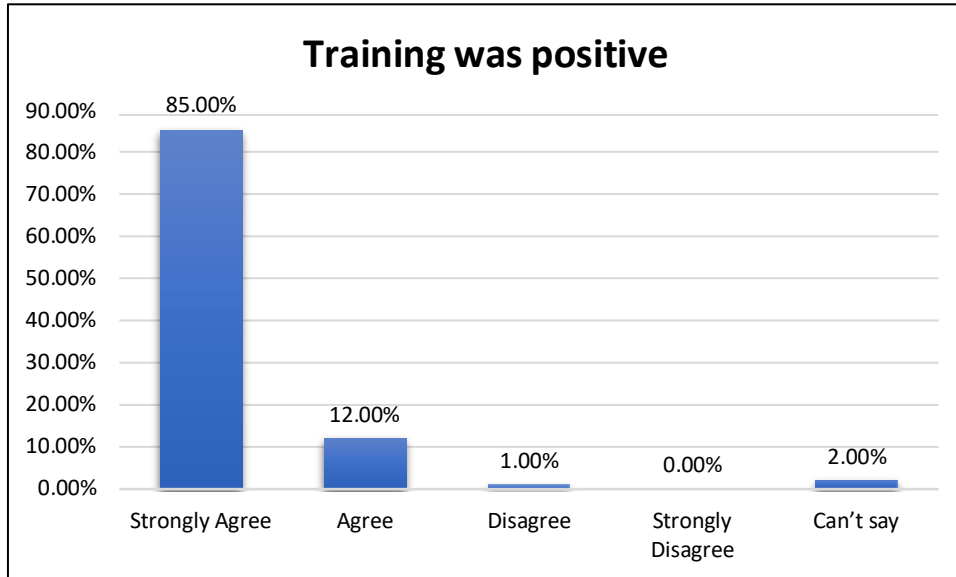


Figure 9. Graphical Representation of “Training was positive”

**10. Enough practice is given for us during training session? Do you agree with this statement?**

Table 11. responses on “Enough practice is given for us during training session”

Response	No. of Respondents N= 100	Percentage
Strongly Agree	56	56.00%
Agree	35	35.00%
Somewhat Agree	7	7.00%
Disagree	2	2.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 11 and Figure 10 show that a majority of respondents (56%) strongly agree that they receive enough practice during training sessions. An additional 7% somewhat agree with the statement. However, there are also respondents who disagree (2%) or only agree to some extent (8%).

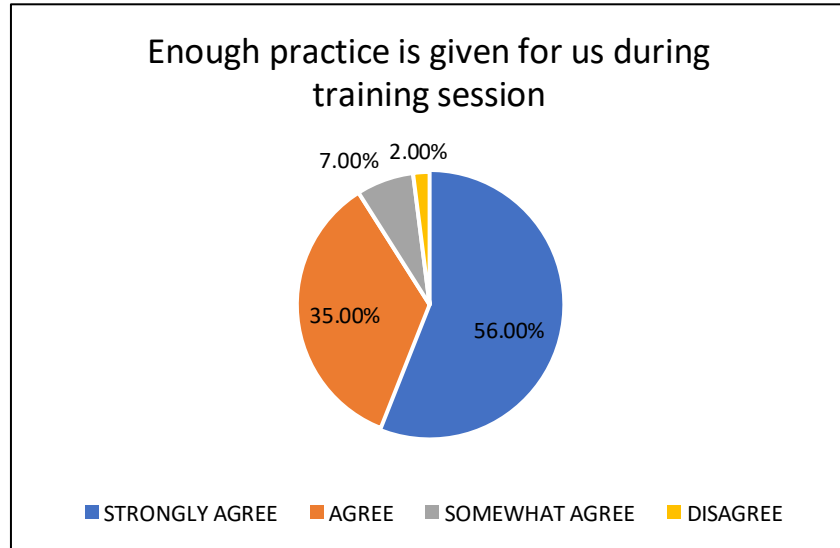


Figure 10. Graphical Representation of “Enough practice is given for use during training session”

### 11. What is the general complaining about the training session?

Table 12. responses on “ the general complaining about the training session”

Response	No. Of Respondents N=100	Percentage
Take Away Precious Time of Employee	28	28.00%
Too Many Gaps Between the Sessions	62	62.00%
Unplanned	5	5.00%
Boring And Not Useful	5	5.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 12 and Figure 11 show the majority of complaints about the training session revolve around the timing and structure, with 62% of respondents expressing dissatisfaction with too many gaps between sessions. Additionally, 28% of respondents feel that the training takes away precious time from employees. Complaints about unplanned sessions and perceived boredom and lack of usefulness were less common, each accounting for 5% of responses. Overall, the data highlights a need for more streamlined and engaging training sessions with better scheduling to address the concerns raised by participants.

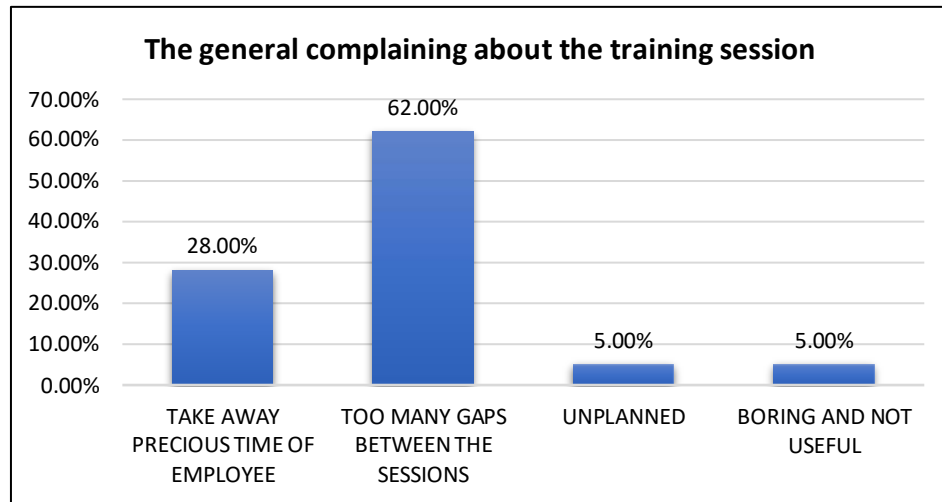


Figure 11. Graphical Representation of “The general complaining about the training session”

**12. Do you think the existing training programs help you to perform better on your job?**

Table 13. responses on “the existing training programs help you to perform better on your job”

Response	No. of Respondents N= 100	Percentage
More Often	60	60.00%
Rarely	20	20.00%
Not Often	20	20.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 13 and Figure 12 shows the various program conducted within the department. 60% employees said that there is program conducted more often within the department. Only 20% employees said that the program are conducted often within the department and 20% employees said the program are conducted rarely their department.

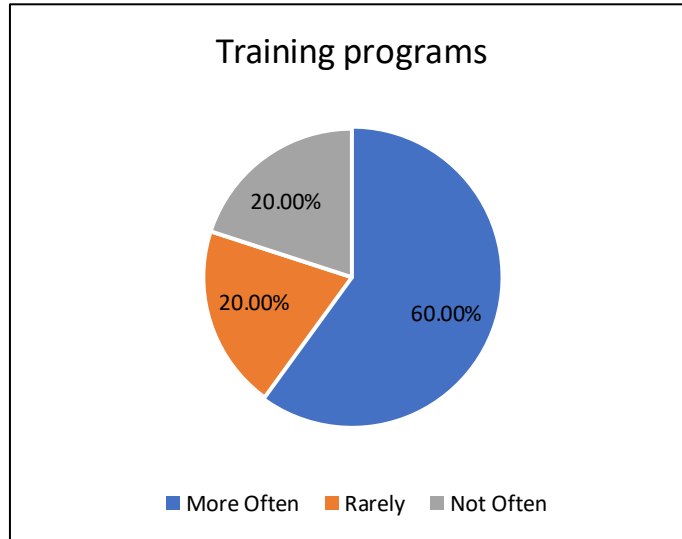


Figure 12. Graphical Representation of “Training Programs”

### 13. What are your suggestions for improvement in the area of Training & Development?

Table 14. responses on “suggestions for improvement in the area of Training & Development”

Response	No. of Respondent N = 100	Percentage
Skill	50	50.00%
Others	12	12.00%
Behaviour	13	13.00%
Knowledge	25	25.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 14 and Figure 13 show that the majority of suggestions for improving Training & Development center around skill enhancement (50%) and knowledge improvement (25%), with behavior-related training also noted (13%). The remaining 12% offer unspecified recommendations. To address these suggestions, the organization could focus on targeted skill development programs, knowledge enhancement initiatives, and behavior-oriented training modules, while also considering additional feedback for further improvement.



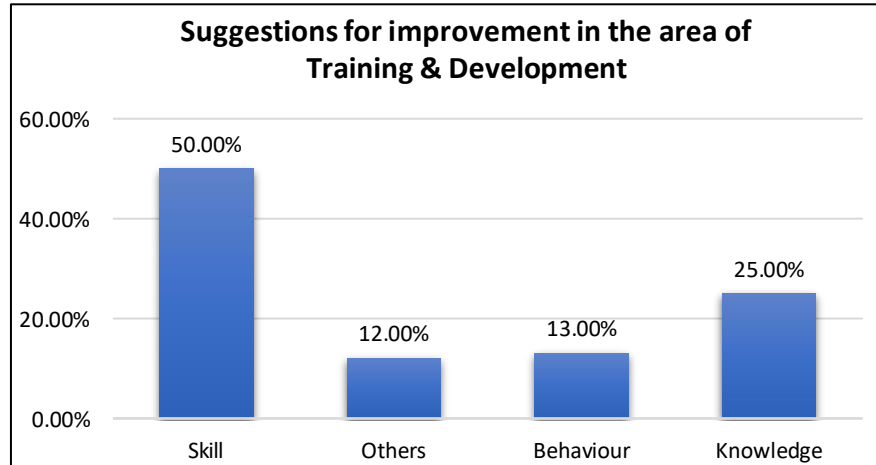


Figure 13. Graphical Representation of “Suggestions for improvement in the area of training and development”

#### 14. Do you have enough recognition for your contributions?

Table 15. responses on “recognition for your contributions”

Response	No. of Respondent N=100	Percentage
Yes	73	73.00%
No	2	2.00%
May be	25	25.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

Table 15 and Figure 14 show that the majority of respondents (73%) feel they receive sufficient recognition for their contributions. Only a small proportion (2%) indicate they do not, while 25% are unsure or believe recognition may be lacking. This suggests that while a significant portion feel adequately recognized, there may be room for improvement in communication or acknowledgment of contributions to ensure all employees feel valued.

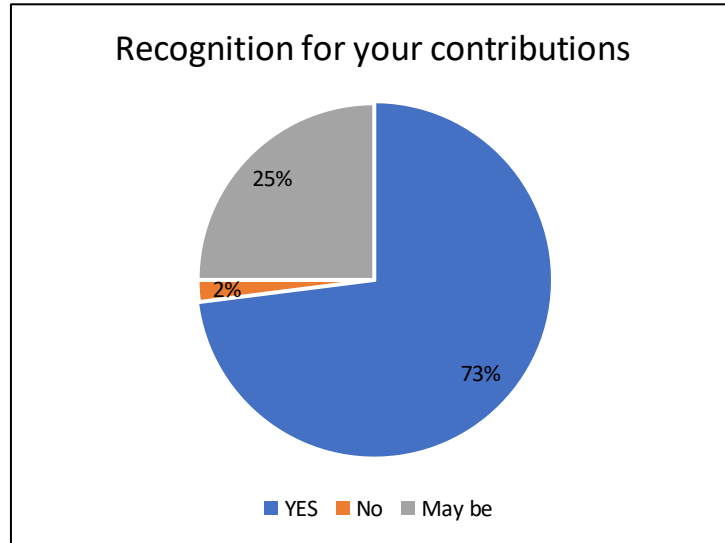


Figure 14. Graphical Representation of “Recognition for you contribution”

**15. Training helps to improve employee and employer relationship.**

Table 16. responses on “Training helps to improve employee and employer relationship”

Response	No. of Respondent N =100	Percentage
Strongly Agree	47	47.00%
Agree	42	42.00%
Neutral	10	10.00%
Disagree	1	1.00%
Strongly Disagree	0	0.00%
<b>Total</b>	<b>100</b>	<b>100%</b>

In Table 16 and Figure 15, 89% of the respondents agree that training helps to improve employee and employer relationship, 10% of the respondents neutral in their opinion and only 1 % of the respondents disagree with this statement.

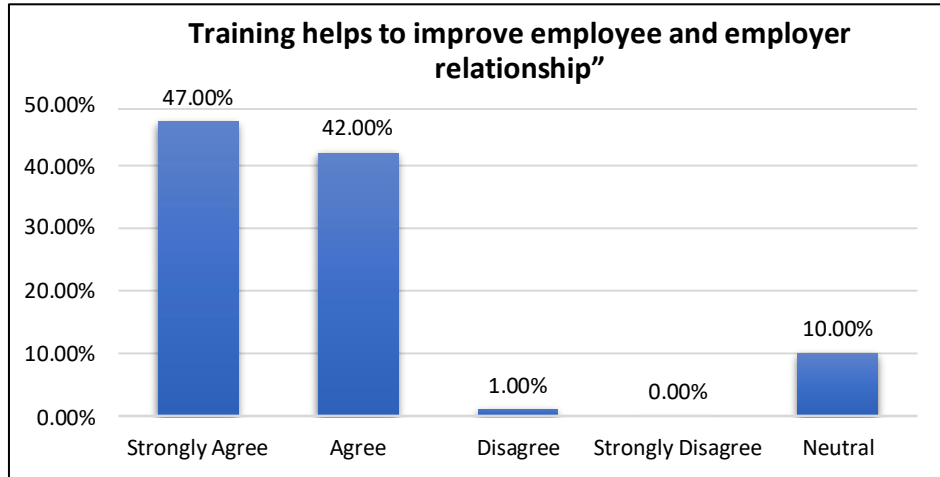


Figure 15. Graphical Representation of “Training helps to improve employee and employer relationship”

## DISCUSSION

The data gathered from the surveys conducted among Tata Steel employees offers valuable insights into the effectiveness and perception of training and development programs within the organization. The analysis highlights several key aspects of training that influence employee engagement, skill enhancement, and organizational alignment.

Firstly, the majority of employees (56%) recognize training as part of the organizational strategy, indicating that training is regarded as integral to the company's goals. However, a small percentage (2%) disagree, suggesting that while the strategic importance of training is acknowledged, its implementation and visibility could be improved to encompass a wider employee base. This necessitates more explicit communication and integration of training programs with daily work processes to ensure that all employees understand and embrace this strategic alignment.

Secondly, the frequency of training sessions appears robust, with most employees attending numerous programs annually. Specifically, 93% of the participants attend between 10 to 40 training sessions per year, demonstrating a strong commitment to ongoing professional development. This high level of engagement is critical in a rapidly evolving industry where continuous skill upgrades are necessary.

Regarding the impact of training on productivity and performance, an overwhelming 97% of respondents believe that training positively affects their work output and efficiency. This strong positive feedback underscores the effectiveness of the current training modules in enhancing employee capabilities and aligning them with organizational needs.

The distribution of training among different employee groups reveals a strategic focus on need-based training, with 86% of training allocated as per organizational requirements. This approach ensures that training is relevant and targeted, although it might also benefit from being more inclusive, especially towards senior staff who currently receive the least amount of training (3%).

The personal benefits of training are also well-recognized, with 90% of respondents affirming that training has aided their personal development. However, there remains a small but significant percentage of employees who do not perceive these personal benefits, which could point to a need for more personalized training approaches that cater to diverse employee needs and learning styles.

Training environments are predominantly free from disturbances, as indicated by 94% of respondents, providing an effective setting for learning. However, addressing the concerns of the few who experience disturbances could enhance the overall training effectiveness.

Barriers to effective training, such as lack of interest (49%) and other unspecified challenges (37%), suggest areas where the training programs could be improved. Addressing these barriers through more engaging training content, varied teaching methodologies, and addressing specific employee needs can help in increasing the overall effectiveness of the training programs.

Motivational aspects of the training are well-received, with 90% of respondents viewing the training as motivational. This is an encouraging sign that training sessions are not only educational but also inspiring, which is crucial for maintaining high levels of employee engagement and motivation.

Finally, the overall response towards training is highly positive, with 97% of trainees expressing satisfaction with the training they receive. This is indicative of well-structured and relevant training programs that meet the expectations and needs of employees.

Hence, while Tata Steel’s training and development programs are largely effective and well-received, there is always room for improvement. Enhancing strategic alignment, inclusivity, and addressing personal development needs more effectively could lead to even higher levels of employee satisfaction and productivity. Addressing the identified barriers and diversifying training methods could further enhance the impact of these programs, fostering an environment of continuous learning and development that supports both individual growth and organizational success.

## **IMPLICATIONS OF THE STUDY**

The findings from the study on Tata Steel's training and development programs have several implications for the organization’s HR strategies. First, the need for clearer communication and broader integration of training within the organizational strategy is essential. Ensuring that all employees, not just a majority, recognize training as a strategic priority can enhance engagement and commitment to learning initiatives. Second, the organization should consider revisiting the allocation of training, especially towards senior staff who currently receive the least focus, to maintain leadership skills at all levels.

Furthermore, addressing the identified barriers to training, such as lack of interest and diverse unspecified challenges, is crucial. Implementing more engaging and varied training content can cater to a broader range of learning styles and needs, thus improving effectiveness. Lastly, enhancing the personalization of training programs could address the disconnect some employees feel regarding personal development benefits.

By addressing these areas, Tata Steel can ensure that its training programs not only improve skills and performance but also align more closely with both organizational objectives and employee expectations, thereby fostering a culture of continuous improvement and strategic success.

## **CONCLUSION**

To stay competitive and address the challenges of 21st-century business, training and development are crucial tools for any organization, including Tata Steel Ltd. Extensive research and surveys have been conducted within the company to evaluate the effectiveness of training programs and

understand employee perceptions. These insights have led to tailored improvements, making the training more relevant and effective. Tata Steel's training programs are specifically designed to address the gaps in skills among employees, thereby enhancing organizational effectiveness and achieving individual goals. The training is structured across three key areas: managerial, technical, and behavioral, aiming for comprehensive employee development. Renowned for employing advanced teaching methods like psychometric tests, role-playing, and case studies, and utilizing cutting-edge aids and equipment, the training at Tata Steel is recognized as highly effective by the employees. While the current training framework is robust and well-received, continuous minor enhancements could further solidify Tata Steel's position as a leader in effective training and development practices. These programs are not just for maintaining the company's reputation but are genuinely aimed at personal and professional growth of the workforce, ensuring both cost efficiency and high retention rates.

### **Future Research Avenues and Limitation of the Study**

Future researchers should focus on taking different variable with higher sample size and apply standard statistical tools to test the collected primary responses. The major limitations of the study are; the study analyses the self-reported data received from the respondents. Also, the sample size used in the study is 100 which could be higher for enhanced accuracy but could not be done as due the time and financial constraints. Also, the study did not apply appropriate statistical tool for reliability and validity check of the collected data.

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