

Effectiveness of Training in Organization Development: Talcher TPP in Odisha

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Abstract

The workforce is a valuable asset for any organization, and improving their performance requires a focus on their skills and knowledge. Training and development programs play a crucial role in creating a skilled and competent workforce, enabling organizations to maintain a competitive edge and succeed in a dynamic business environment. This research aimed to investigate the effectiveness of training and development on employee performance at the Talcher thermal power plant in Odisha. Descriptive analysis was employed as the research method, and primary data was collected through the distribution of questionnaires to 100 randomly selected workers. The findings indicate that overall training and development have a significant positive impact on employee performance. It helps the organization by reducing skill gaps, enhancing worker productivity, and contributing to improved financial outcomes. The study recommends the need for alignment between identified training needs and actual training implementation, as well as periodic revisions of the compensation structure.

Keywords: Employee performance, organization power plant, Demographic profile, Training

INTRODUCTION

Training and development are subsystems of an organization that focus on the improvement of individuals and groups of workers. Training is the process of developing a person's ability, knowledge, and capacity so that they can execute a given profession [1]. Hand development refers to the total development of the hands. It is a process by which directors and directors gain experience and expertise in their current position, as well as the ability to execute previously unknown responsibilities [2].

Importance of Training

Associations must provide continuing training and development opportunities for their staff if they want to see improvements. It is critical to keep learning new skills because the business environment and competition are continuously changing.

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Training Requirements and Tools of Assessments

It's essential to dissect the hand's training and development requirements before developing a suitable training program to enhance their chops [3]. A performance evaluation should be conducted to review the hand's current moxie position and to prepare them in accordance with their requirements.

ADVANTAGES OF TRAINING AND DEVELOPMENTS

Literacy occasion, strength development, addressing weakness, boosting hand performance

and productivity, adherence to quality norms, thickness at work, bettered morale, lowered development rate, invention and threat acceptance, the advanced character of the association is some of the major benefits of training and development [4].

METHODS OF TRAINING

On-the-Job Training Method

- *Job rotation:* This approach allows employees to engage in various job roles, each carrying its own distinct responsibilities, without incurring any extra expenses.
- *Job instruction:* In this type of training, an employee receives guidance from a trainer or supervisor who provides instructions on the specific tasks required to complete the job.
- *Coaching:* In every organization, the development of employees, both in practical and theoretical aspects, is essential [5]. Many organizations choose to implement a training method where employees are assigned a dedicated coach who provides guidance and instruction. The coach also receives regular feedback from the trainer to ensure effective progress.
- *Committee assignments:* In this training approach, the company arranges meetings or seminars where employees are presented with real-world challenges to resolve. Consequently, all individuals within the organization enhance their abilities in areas such as teamwork and leadership [6].

Off-the-Job Training Method

- *Vestibule training method:* The vestibule training technique is widely recognized in the realm of manual labor. However, there is a potential risk associated with training employees directly on the job or in the factory, as it may lead to potential mishaps with the machinery [6]. In this approach, similar tools and machinery are set up outside of the organization for training purposes.
- *Case study method:* Typically, a case study centers around an issue confronted by an organization, offering an opportunity to analyze the problem and develop a feasible solution [7]. This approach encourages employees to adopt a more analytical mindset and enhances their productivity in problem-solving.
- *Incident method:* In this approach, the organization compiles a series of actual events or scenarios. Employees are then prompted to share their perspectives and emotions regarding these incidents or circumstances [8]. Subsequently, a collaborative discussion takes place to determine a collective solution, drawing upon individual and group decisions.
- *Conference:* A conference takes place when a group of individuals convenes to engage in discussions pertaining to a particular topic or issue [9]. Each employee conducts research and explores various subjects related to the main theme. Additionally, this approach enables every employee to express their unique perspective and opinion.
- *Lecture method:* The lecture method has been utilized in organizations to train white-collar or administrative personnel, wherein trainers deliver well-organized presentations focused on specific topics [10]. This method is suitable for imparting foundational theoretical knowledge that needs to be acquired before practical application [11]. The audiovisual aids appropriate for a wide audience.
- *Simulation method:* The simulation training method involves the utilization of specifically designed equipment or machines to enhance employees' practical awareness and skills, emphasizing their correct usage in real-world scenarios. Simulation training is predominantly conducted using computer-based systems or virtual reality technology [12]. This method is commonly employed when working with costly machinery or equipment to replicate the tasks involved.
- *Outward bound training method:* The Outdoor Behavioral Training approach entails managers and staff members spending a designated period residing in cabins or tents away from their regular work environment. During this time, participants undergo a series of tests that assess their survival skills [13]. This experience provides valuable insights into their individual personality traits, untapped potential, creativity, and leadership capabilities. It is worth noting that OB is considered one of the most expensive training and development strategies.

RESEARCH OBJECTIVE

- The primary objective of the study was to assess the impact of training and development on the performance of employees at JK Paper Ltd. in Songadh. The study aims to accomplish the following specific objectives.
- To understand the perception of workers towards training and development conditioning carried out in the association.
- To study the effectiveness of training in the association.
- To study the factors leading to success or else of training in the association.

RESEARCH METHODOLOGY

This study was guided by a descriptive exploration design.

A total of 100 workers were selected randomly from a larger group of 1,194 workers in an organization using a simple random sampling technique. Both primary and secondary data were utilized for this research study. For data collection, a well-structured questionnaire comprising two sections was designed. The first section consisted of demographic questions, while the second section included confidential inquiries. To ensure the study's reliability, a Likert-type scale was employed for the confidential questions. Workers from various positions participated in completing the questionnaire for the purpose of this study. Secondary data was obtained from online sources. Statistical tools such as standard deviation, mean, reliability test, frequency, and measure of skewness were employed. Data analysis was conducted using SPSS 16.0 software for interpretation.

LITERATURE REVIEW

Ananthalakshmi Mahadevan et al. (2019): Studied the impact of training styles on hand performance in a direct selling association in Malaysia. Experimenters claimed that erecting a skillful and knowledgeable pool is one of the vital conditionings in an association to ensure a high position of faculty with a complete platoon in order to sustain and grow in a dynamic business terrain.

The main objective of this study was to assess the influence of on-the-job and off-the-job training on employee performance [14]. The findings revealed that both on-the-job and off-the-job training had a significant impact, with respective beta values of 0.370 and 0.546, and a significant value of 0.000. Based on the beta value analysis, the researchers concluded that off-the-job training had a greater effect on employee performance compared with on-the-job training [15].

Sumaiya Shafiq et al. (2017) in Malaysia: The researchers examined the influence of training and development on hand performance in a private company. The researchers emphasized the significance of workers as valuable assets for the organization and their role in contributing to its success. Therefore, it is essential to invest in their skills and knowledge to enhance hand performance. The objective of the study was to explore the impact of on-the-job training, off-the-job training, job enrichment, and job rotation on employee performance in private companies. The findings of the study indicated that among the independent variables, only job enrichment had a notable positive effect on employee performance, while the other independent variables were deemed insignificant in influencing employee performance.

Philipina Ampomah (2016): According to Philipina Ampomah in 2016, training and development play a vital role in enhancing employee performance within organizations.

The primary objective of the study was to investigate the influence of training and development on employee performance within the Pentecost University Council, a private tertiary institution located in Ghana. The research aimed to assess how the implementation of training and development initiatives affected the performance of employees within the organization. The findings demonstrated that training served as a motivation for employees, resulting in improved performance within the Pentecost University Council. The institution had a well-established policy that emphasized investing in employee

training and development, conducting regular training programs to update their knowledge and skills. The study recommended that comprehensive training and development initiatives should be consistently implemented and made mandatory for all employees.

Tarun Singh (2015): The author emphasized that training and development are essential for harnessing the full potential of employees. Training equips workers with the necessary skills to perform their tasks, while development focuses on their growth at every level of operation. The study aimed to examine the impact of training and development programs on employee effectiveness at Bharat Heavy Electricals Ltd. (BHEL). The findings indicated that overall, employees at BHEL were highly satisfied. The average mean score and chance score for 20 factors were calculated at 3.62 (out of 5). Employees expressed contentment with their job and considered the payment satisfactory. Furthermore, there was positive interaction between seniors and subordinates, and the working environment was deemed favorable. However, the study identified a need for improvements in training programs, pricing systems, policies, and other significant areas within the organization.

Ashikhube Humphrey Otuko et al. (2013): The study investigated the impact of the training dimension on employee performance in Mumias Sugar Company, Kenya. It specifically examined the effects of training need assessment, training content, and training evaluation on employee performance. The findings of the study indicated a strong and meaningful correlation between the assessment of training needs and employee performance. According to the participants, a thorough assessment of training needs was conducted prior to the commencement of the training programs. Moreover, the research demonstrated a positive and noteworthy impact of the training content on employee performance. This implies that an increase in the quality and depth of the training content resulted in enhanced employee performance. Additionally, the results highlighted a significant connection between the evaluation of training programs and employee performance. This implies that evaluating the training content, methodologies, and measuring performance against established standards can contribute to enhancing employee performance. The choice of evaluation criteria plays a crucial role in determining the impact on employee performance.

RESEARCH FINDING AND DISCUSSION

Empirical Analysis of Data

Analysis was carried out to determine the reliability of the questionnaires and the result obtained (Table 1) [16].

Table 1. Case processing summary.

	N	%
Valid	100	100.0
Excluded	0	.0
Total	100	100.0

Table 2. Reliability statistics.

Cronbach's α	Number of items
.948	15

Source. Various questionnaires from respondent.

At JK Paper Ltd, Cronbach's alpha (a measure of reliability) has been measured for 15 items in a questionnaire used to assess the effectiveness of training and development on employee performance (Table 2) [17].

Reliability Analysis

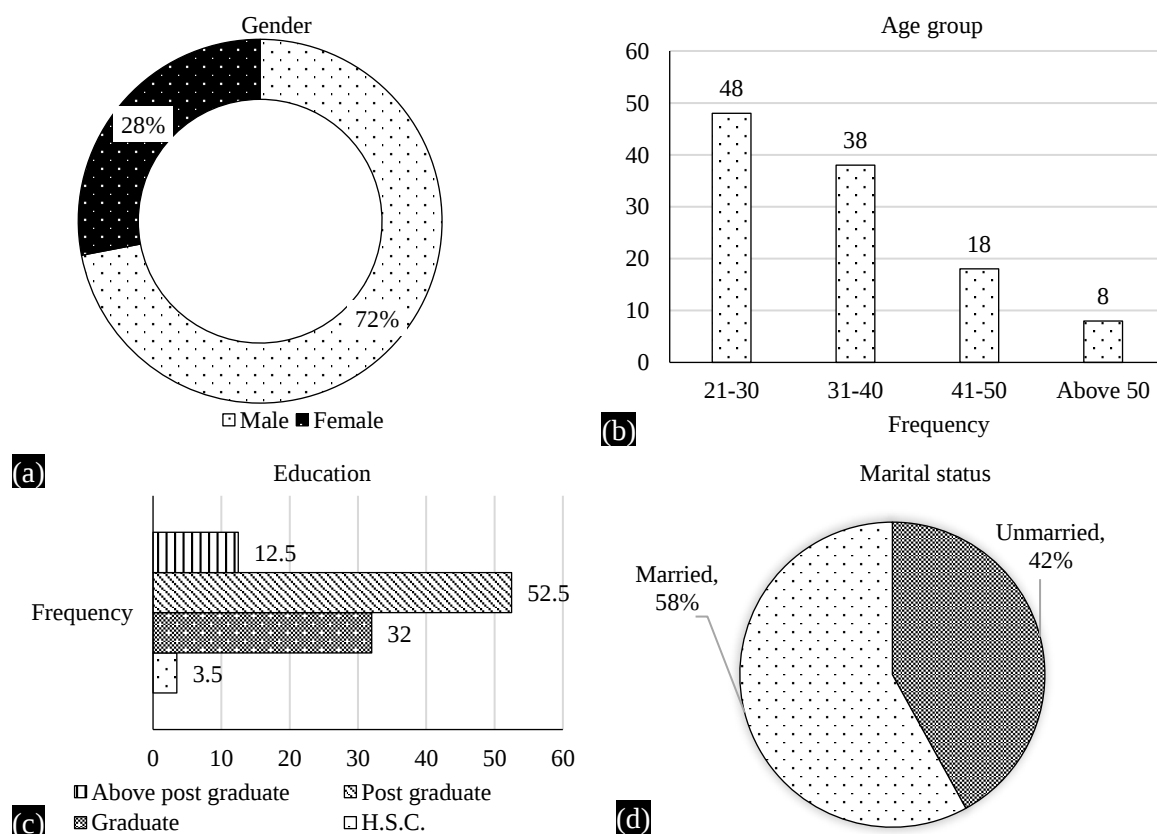
The questionnaire reliability was verified through analysis, and the results were obtained. Cronbach's alpha (a measure of reliability) was calculated for the questionnaire [18]. Since it matches the minimum acceptance level of 0.7, this coefficient (0.948 for 15 items) implies reliability [19].

Demographic Details of Respondents

Identification of the kind of people who make up an organization is aided by employee demographic profiles. Without these data, the study would not be given due consideration; therefore, an attempt was undertaken (Table 3 and Figure 1) [20].

Table 3. Demographic profile.

Demographic variable		Frequency	Percentage
Gender	Male	72	72.0
	Female	28	28.0
Age group, in years	21-30	46	46.0
	31-40	37	37.0
	41-50	16	16.0
	Above 50	1	1.0
Education	H.S.C	3	3.0
	Graduate	32	32.0
	Postgraduate	53	53.0
	Above Postgraduate	12	12.0
Marital Status	Married	42	42.0
	Unmarried	58	58.0
Salary	Below 15,000	23	23.0
	15,000 to 30,000	44	44.0
	30,000 to 45,000	28	28.0
	Above 45,000	5	5.0



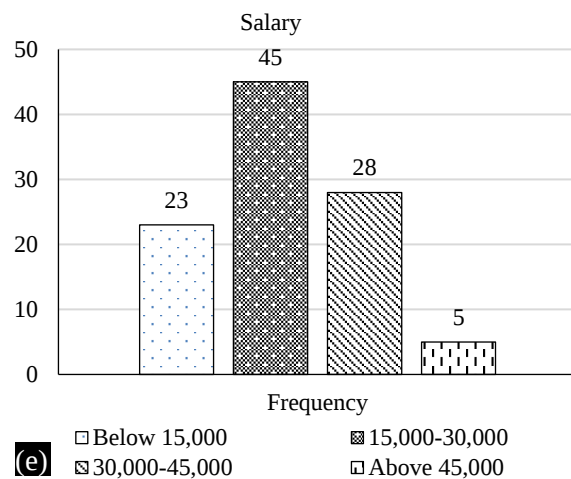


Figure 1. Employee demographic profiles.

Source: Various questionnaires from respondent.

Frequencies

Table 3 depicts the demographic information of repliers. Graphs are created on the base of this table for a better understanding of the outgrowth [19]. According to the study, its set up out that the maturity of the workers working in an association are manly; that is, 72, and ladies are in the non-age; that is, 28. This is attributed to the fact that JK Paper is a manufacturing organization where male employees are typically more physically active than female employees [20]. Analysis of the graphs reveals that the organization has a significant number of young employees in the 21 to 30 and 31 to 40 age groups, comprising 46 and 37 individuals, respectively [21]. This is advantageous for the organization as younger employees tend to be enthusiastic and dedicated to their work [22]. Additionally, they contribute innovative ideas that can fuel the organization's growth and enhance its competitive edge [23]. Furthermore, 53 of the workers hold postgraduate degrees, indicating a high level of competence and knowledge among the workforce. In terms of marital status, 58 of the employees are unmarried [24]. The organization employs individuals in various positions, and payment varies according to job designation. But the maturity of repliers admit hires between 15,000 and 30,000.

Table 4. How long have you been employed in thermal power plant?

	Frequency	Percentage
Less than 10 years	53	53.0
10-15 Years	36	36.0
15-20 Years	9	9.0
More than 20 years	2	2.0
Total	100	100.0

Source: Various questionnaires from respondent.

According to Table 4, 53% of employees have worked for less than 10 years in the organization. It means they are quite new to the organization and highly need training. 36% of employees have worked for 10 to 15 years, which indicates that employees are retained and loyal to the organization [25].

Table 5. Does your organization conduct training.

	Frequency	Percentage
Yes	87	87.0
No	13	13.0
Total	100	100.0

Table 6. How often the training programs are conducted in your organization?

	Frequency	Percentage
Every month	21	21.0
Every quarter	47	47.0
Half-yearly	16	16.0
Once in a year	16	16.0
Total	100	100.0

Source: Various questionnaires from respondent

From Table 5, it is proven that the organization conducts training. Since 87% of respondents agree with the above statement [26]. So, it is advantageous for both employees and organizations to enhance their performance.

It is confirmed that the organization runs training programs on a quarterly basis by referring to Table 6. The responses are inconsistent; overall, therefore it can be concluded that the company holds training whenever it is determined to be necessary (Table 7).

Table 7. Who conducted the training?

Training	Frequency	Percentages
Internal	6	6.0
External	7	7.0
Both	87	87.0
Total	100	100.0

Table 8. From the following methods under which training method you have trained?

Training	Frequency	Percentage
On the job	21	21.0
Off the job	15	15.0
both	64	64.0
Total	100	100.0

Source: Various questionnaires from respondent.

According to Table 8, 64% of respondents agree that the organization conducts training using both on-the-job and off-the-job approaches. Choosing a training method is influenced by factors such as the training's purpose, the number of employees participating in the training, and so on.

The observation clearly shows that if training and development programs are efficiently run within the association, you'll undoubtedly admit serious issues (Table 9). These questions entered maximum positive response from repliers which we can interpret from the below table [27]. The maturity of the replier are agreed with the statement that “, there's a formal training program to educate new hand the skill they need, there's formal training evaluation system to assess the effectiveness of the training, training, and development program are well planned, educator responses to trainee's dubieties, training and development has redounded in advanced hand performance in the association, training and development has redounded in advanced product and fiscal return for the association, training and development helped reduce hand development in the association, training helps in reducing absenteeism, training and development program are helpful in the long run, training and development program are helpful in particular growth, training and development mold our station toward the job and encourage us to perform madly [28].

Table 9. An analysis of the training and development program of thermal power plant.

Questions	SA	A	N	DA	SDA	Total	X	Std-dev	skewness	Mean rank
Training needs identified are realistic, useful, and based on the organizational strategy	10 (10.0)	16 (16.0)	38 (38.0)	2 (2.0)	34 (34.0)	100 (100.0)	2.66 0	1.35 7	.050	1
There is a formal training program to teach new employees the skill they need.	12 (12.0)	46 (46.0)	16 (16.0)	18 (18.0)	8 (8.0)	100 (100.0)	3.36 0	1.15 0	-.583	6
There is a formal training evaluation method to assess the effectiveness of the training.	9 (9.0)	40 (40.0)	31 (31.0)	8 (8.0)	12 (12.0)	100 (100.0)	3.26 0	1.12 4	-.662	3
Training and development program is well planned	14 (14.0)	48 (48.0)	19 (19.0)	12 (12.0)	7 (7.0)	100 (100.0)	3.50 0	1.09 6	-.774	12
Training given to us helps us to cope with the constantly changing technology for performing the job	16 (16.0)	30 (30.0)	40 (40.0)	3 (3.0)	11 (11.0)	100 (100.0)	3.37 0	1.13 4	-.561	7
Instructor responses to trainee's doubt	12 (12.0)	38 (38.0)	32 (32.0)	9 (9.0)	9 (9.0)	100 (100.0)	3.35 0	1.09 5	-.596	5
Training and development resulted in higher employee performance in the organization	31 (31.0)	25 (25.0)	26 (26.0)	7 (7.0)	11 (11.0)	100 (100.0)	3.58 0	1.29 6	-.620	15
Training and development resulted in higher productivity and financial return for the organization	30 (30.0)	27 (27.0)	18 (18.0)	12 (12.0)	13 (13.0)	100 (100.0)	3.49 0	1.37 4	-.539	11
Training and development helped reduce employee turnover in our organization	27 (27.0)	20 (20.0)	27 (27.0)	15 (15.0)	11 (11.0)	100 (100.0)	3.37 0	1.32 3	-.287	7
Training helps in reducing absenteeism	7 (7.0)	48 (48.0)	29 (29.0)	11 (11.0)	5 (5.0)	100 (100.0)	3.41 0	.954	-.768	9
Training and development program is helpful in the long run	24 (24.0)	28 (28.0)	32 (32.0)	9 (9.0)	7 (7.0)	100 (100.0)	3.53 0	1.15 8	-.472	13
Salary increases after training	6 (6.0)	26 (26.0)	45 (45.0)	19 (19.0)	4 (4.0)	100 (100.0)	3.11 0	.919	-.063	2
Training helps us to understand the job clearly	13 (13.0)	31 (31.0)	39 (39.0)	10 (10.0)	7 (7.0)	100 (100.0)	3.33 0	1.05 4	-.383	4
Training and development program are helpful in personal growth	26 (26.0)	33 (33.0)	22 (22.0)	6 (6.0)	13 (13.0)	100 (100.0)	3.53 0	1.29 8	-.703	13
Training and development programs mold our attitude towards the job and encourage us to perform job enthusiastically	30 (30.0)	19 (19.0)	24 (24.0)	16 (16.0)	11 (11.0)	100 (100.0)	3.41 0	1.35 6	-.314	9

Source: Various questionnaires of respondents.

The standard deviation for these statements are 1.150, 1.124, 1.096, 1.095, 1.296, 1.374, 1.323, 0.954, 1.158, 1.298, and 1.356 independently.

Our findings that educator responses to trainee's mistrustfulness are harmonious with the finding (2015). still as shown in the below table statement similar as "training requirements linked is realistic, useful and grounded on organizational strategy, training given to us helps us manage up with the

constantly changing technology for performing the job, payment increases after training and training helps us understand the job easily” depicts negative goods. The standard diversions for this statement are, 357, 1.134, 0.919, and 1.054 independently. Our findings that training given to us helps with changing technology for performing the job contradicts the finding of 2016.

CONCLUSION

There is marked difference in the role, content and process of training between private and public sector. There is also a difference in the way training is conducted in public sector organizations vis a vis private sector organization. The assessment of an organization's training activities is typically based on quantitative measures such as the number of training programs conducted per year or the number of programs per employee. However, these measures alone do not provide a comprehensive evaluation of the quality of the training programs. It is important to consider the quality of the training in addition to quantity when evaluating an organization's training activities. The effectiveness of a training program should be determined by the extent to which it meets the organization's expectations and yields benefits. When there is a significant gap between the expected outcomes and the actual results of the training program, its effectiveness is compromised. This gap often arises because many organizations focus on conducting training programs as a routine without properly assessing their impact on the organization. The emphasis is often placed on executing the training function rather than evaluating the positive impact it has on the organization. However, at TTPS and Tata Power, training programs are recognized as effective tools for achieving desired objectives. It is important to view training as more than just a reactive measure in response to organizational crises. Instead, it should be seen as a continuous process that occurs before, during, and after crises, contributing to ongoing improvement in manufacturing, service, and interdepartmental processes. The value of training programs extends beyond individual learning and also encompasses the opportunities for employee interaction and idea-sharing, which can lead to improvements in various aspects of the organization.

In the organizational context, an effective training program requires attention to both the design of the program and the attitudes of the trainers. Companies such as TTPS, NTPC, and Tata Power are reevaluating their investments in training programs as they recognize the value of enhancing employees' knowledge, skills, and attitudes to gain a competitive edge and adapt to a changing environment. By evaluating the training programs and gathering relevant information, these organizations can make informed decisions on how to improve and modify their training approaches. This could involve addressing any identified shortcomings and adopting a more effective approach. To achieve this, the companies can utilize appropriate employee surveys and consider models such as Kirkpatrick's four levels of evaluation to develop their employees for success in this challenging and highly competitive business landscape.

Companies like NTPC and FTPS have incurred significant costs for their training programs, whether they are on-site or off-site. In order to keep employees, enhance their culture, and develop a reward system for their strong performance, they use training to facilitate the learning skill. Although other rival organizations' training evaluation procedures, such as those at Tata Power, are more extensive than those at TTPS, the training evaluation carried out at TTPS nonetheless reveals its outstanding impact. The TTPS training program evaluation and effectiveness measurement are comparable to those of major rival organizations, like Tata.

Power. Most of the trainers and training organizations are too busy in making the training event happen. Mostly no pre-training evaluation is undertaken thus making it difficult to know if the changes brought about by the training are indeed due to training or some other factor like change in management policy or individual attitude due to factors outside the training event.

Recommendations

1. Training and development should be made an integral part of the HR department in TTPS.
2. TTPS need to focus on career development of employees through training.

3. There should be a continuous evaluation of efficiency and effectiveness of training program. In TTPS in order to generate high level of output at workplace.
4. Designing of training programs should be designed differently for executives and non-executives based on their qualification, length of service and area of job.
5. Multi-skilling training programs are to be conducted regularly for workmen employees.
6. There should be communication about organizational requirements by senior management in open house forums in TTPS.
7. All the employees of TTPS must form "Quality circles" for efficiency enchantment.
8. Surplus employees at TTPS must to be redeployed to other units.
9. Post-effectiveness feedback should be taken from Head of the Departments regularly for all the participants and training programs as applicable must be modified as per this feedback.
10. Planned interventions should be conducted for all level of employees with coverage of communication and team building aspects.
11. TTPS should adopt modern training methods such as use of audio-visuals software's and video clips for the trainees.
12. Quality of faculties needs to be improved further to make the training programs more effective.

Scope for Further Research

The findings of this research may not have universal applicability since the study is confined to a definite period and to a definite section of power industry in India. Hence to arrive at any general conclusion, the hypotheses formulated in this research need further testing by way of additional research in the field of training and organization development in different periods and in different firms of the same industry as well as of other industries. An inter industry study in the field will also be useful.

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