

Training and Development: A Comparative Study of Indian and Multinational Pharma Companies in Goa

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ABSTRACT

Human Resources are the backbone, the most valuable assets and living part of an organisation that can make things happen. It is often believed that an organisation and its employees have to develop and progress simultaneously for their survival and attainment of mutual goals. Therefore it is necessary that every modern organisation should develop its organisation through human resource development. Employee training is the important sub system of human resource development. Training is often looked upon as an activity that changes people's behaviour, it enables the employees to master the knowledge, skills and behaviours emphasized in the training programmes and apply them to their day to day activities. Training is a process of learning a sequence of programmed behaviour. It attempts to improve their performance on the current job. Development covers those activities which bring about holistic growth of the individual. The present study aims at examining the employee perception towards training and development practices in Indian and Multinational Pharma companies in Goa state. A sample of 265 executives was selected at random from 10 pharma companies by using a structured questionnaire and the study revealed that the employees working in MNC's had a better perception than those working in the Indian Companies.

Keywords: Training and Development Practices, Employee Perception, Indian and Multinational Pharma Companies .

INTRODUCTION

Indian Pharma Industry has made a mark on the pharmaceutical scene across the globe with its lower production as well as the research and development costs, and scientific manpower.

The pharmaceutical industry develops produces and markets drugs or pharmaceuticals licensed for use as medications. This is a highly technology driven industry. The business environment is very dynamic and there are continuous changes in regulatory requirements, quality requirements as well as government policies regarding price controls approvals etc. Naturally to exist and succeed, a pharmaceutical company needs to be able to have dynamic and evolving strategies with regard to innovation in product developments awareness of regulatory requirements including protocols for clinical studies, bioequivalence studies etc.

In recent years Goa has emerged amongst the top three states in India with respect to key indicators of economic growth and quality of life such as education health literacy infrastructure and connectivity by road rail and sea .Goa has a literacy rate of over 80% and has India's largest English speaking population per capita. In terms of area Goa is the smallest state in India. However it is one of the richest state states with a GDP per capita that is two and a half times more than that of the country as a whole Goa ranks second to Gujarat in the industry and according to various industrial experts it has all the potential to increase exports from current Rs 10000 crores annually. The policy of Goa supports clean industries like IT and Pharma. Progressive FDA leadership, good port connectivity, availability of trained aamanpower, fair share of electricity from the national grid and potential of good water supply makes the state a good target for becoming a pharma hub. The state of Goa has around 70 pharmaceutical units with their own independent state of the art of manufacturing facilities, manufacturing almost all categories of formulation. Goa based pharma industry is a mix blend of domestic and export production.

Training is the corner stone of sound management as it makes employees more efficient and productive. Trained employees are considered to be the greatest assets to an organisation. Especially for a pharma industry it is all the more essential to have skilled and efficient employees as there is zero tolerance in terms of developing a quality

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product or service. Hence there is a requirement of specialised, technical and scientific knowledge. It is the way employees perceive the training practices that will have an impact on their performance and which in turn shall have an impact on the organisational performance. Train and Retrain is the Mantra of the new Millennium.

Employee perception is a process whereby a person organises or interprets their sensory impressions in order to give meaning to their environment. It is a perspective from a particular individual's view of a situation. However employee perception has significant impact on their performance and in turn it will decide the performance or productivity of the organisation. Training plays a very important role in enhancing employee job satisfaction. A satisfied employee is bound to give better performance.

LITERATURE REVIEW

C. Sri prabha and K Sridevi (2010), examined the training practices in a garment Industry, a random sample of 135 respondents was taken in order to identify the various training practices adopted by the organization and to explore the impact of the various components of training and development activity. The study revealed that the training practices were effective. However, new methods could be adopted considering the trainees feedback.

Ekta Talwar and Neha Sharma (2014) , A studied training and development practices adopted by BSNL so as to understand whether these training and development programs improves the ability capacity and competencies of its employee towards their work. The study revealed that training enhances employee performance & improves quality by reducing accidents & eliminating wastages.

Jaspreet Kaur (2012), studied training and development practices in the banking sector an attempt was made to known employees perception on training and also to identify the training needs of the employees as well as understand the bank objectives to impact training a sample of 400 bank employees from 8 banks of which 4 were pvt and 4 were public was taken. The study revealed that training was required in order to increase the level of motivation, create positive attitude up grade knowledge improve interpersonal relations among the employees. The training needs of the bank employees were identified based on the recommendations of the supervisory staff were considered.

Harsh Dwevidi and Onaladiwal (2011), examined the role of training in an organization and explored the training practices used by the Indian organizations for the effective utilization of workforce. Four organizations selected for the study are Aditya Birla group, Infosys, Syndicate bank and Essar Corporation University. The study revealed that training is used in these organizations as a means to transform in order to survive in the competitive world. The new trend in the corporate world is to emphasis more on applying systematic approach to training and development so as to survive in the Competitive world.

S. Madan kumar and M. Arun (2013) examined the factors affecting the efficiency of employee training & development analyzed the effect of training programs on employee performance at RABCO a rubber co-operative in Kerala. It was revealed organizational trainings have a positive impact on employee performance. At RABCO training is considered as a importance component for enhancing employee performance and satisfaction level of new as well as existing employees.

Shagun Ahija, Cheeranjeer Singh and R.K. Sharma, (March 2010), examined the training objectives and practices of Oriental Insurance Company Ltd at the Regional Offices in Punjab and Haryana. This study also aimed at suggesting how these training practices could be improved in future. It was concluded that training was given adequate importance at all levels and the training needs were assessed keeping in mind the job requirements of the employees and also on the basis of performance appraised.

Anu Singh Lather, Shalini Garg and MS Sona Vikas, (2011) examined the training practices in selected Multinational Travel Conglomerates and also identified the driving force for training in the selected companies. It was revealed that training practices at the selected organisations are quite structural and consistent. It was agreed by them that training and development plays a critical role in developing employee's skills, optimum utilization of human resources and enhancing employee productivity.

A Mani & Dr P.A. Joy (2012) studied the effectiveness of training among Bank Employees and analyzed the training system towards public and private sector banks in India. Six banks were selected. Z test T test and Rank analysis were used for analysis. The study concluded that a separate body should be allotted in order to assess the various technological and social changes & update the training accordingly.

Satish Bendigiri (2012) studied the training & development activities conducted by force motors Ltd. one of the leading automobile companies, located in Pune. The researcher made an attempt to identify the training and development systems, evaluated them and examined its impact on the employees and organizational effectiveness and their performance. The studies revealed that majority of the employees have been benefitted from the training activities carried out by the organization.

Srinivas K.S. and N. Suresh (2014) studied the impact of recent trends and future outlook in Indian Pharmaceutical companies on Training and development practices. Further to understand the initiatives taken by T & D fraternity to support the organization in such scenario to achieve business goals. The study suggested that organizations have to prepare themselves for future challenges as Indian pharma shall continue to change for next 10 years.

Prakash P. Joshi (2003) examined the training activities carried out at various industrial units at Pimpri-Chinchwad municipal corporation area of Maharashtra also an attempt was made to understand the impact of training programs on employees performance. It was observed that training was not considered as an integral part of management, while selecting external trainers proper care needs to be taken. There has to be a follow up such training activities and training has to be made a compulsory so as to update employee skills & enhance their performance

Ajit Jadhav (2013) examined the training and development designed by banks for its employees. The study focused on two objectives a) analyzes effectiveness of training programs b) How training and development programs undertaken help in achieving customer satisfaction. A random sample of 40 bank employees was taken from various banks (public sector and private sector) located in sub urban Areas of Mumbai. It was concluded that Banks provide training to its employees to enhance their skill & knowledge to satisfy the customers Growth of Indian Banking sector is the result of skilled manpower which is outcome of training and development

P.S.Sakthirayana and R. Vajravel (2012), evaluated the effectiveness training and development programs of Bio Miicron pharmaceutical company in Chennai The researcher made an attempt to examine the various methods used to evaluate training and development programs and their effectiveness and benefits to the employees and the organisation. A sample of 30 respondents (executives) from various departments of the organisation was considered for the present study. It was concluded that training programs conducted were found to be satisfactory and they helped the employees to apply the knowledge gained by them in their day to day work and also develop their personality

RESEARCH OBJECTIVES

- * To assess the employee perception about the training and development practices in Pharma companies in Goa.
- * To compare the employee perception towards the training and development practices between the Indian and Multinational pharma companies in Goa.
- * To compare the employee perception towards the Job Satisfaction Outcomes of training and development practices between the Indian and Multinational pharma companies in Goa

Hypothesis

- * H1 Employee perception towards training and development practices and Job satisfaction Outcomes of training and development does not differ between the Indian and Multinational pharma companies across the gender of the respondents.
- * H2 Employee perception towards training and development practices and Job satisfaction Outcomes of training and development does not differ between the Indian and Multinational pharma companies across

the various age groups of the respondents.

H3 Employee perception towards training and development practices and Job satisfaction Outcomes of training and development does not differ between the Indian and Multinational pharma companies across the various levels of Educational qualifications of the respondents.

H4 Employee perception towards training and development practices and Job satisfaction Outcomes of training and development does not differ between the Indian and Multinational pharma companies as per the work experience of the respondents.

RESEARCH METHODOLOGY

This study is based on primary data, 10 pharma companies were selected for the study of which 5 were Indian and 5 were Multinational. A structured questionnaire was used to collect the data and the employee perception was measured on a 5 point likert scale. Data was analysed using the T test and Anova.

Profile of the sample: The sample for this study comprises of Middle level officers working across various departments in the selected pharma companies in Goa.

Table 1: Cronbach Alpha

Sl. No	Perceptions	Cronbach alpha
1	Training and Development Practices	0.962
2	Job Satisfaction outcome of training and development practices	0.973

Source: Primary Data

Demographic Profile of the Respondents

Table-2: Gender distribution of the respondents in Indian and MNC Pharma Companies

Gender	Large Indian	MNC	Total
Female	47	62	109
Male	52	104	156
Total	99	166	265

Source: Primary Data

The above table indicates that of the 99 respondents from Indian pharma companies 47 were females and 52 were males. In MNC companies of the 166 respondents selected for the study, 104 were male while 62 were female.

Table-3: Age group distribution in Indian and MNC Pharma Companies

Age Group	Indian	MNC	Total
less than 25	14	21	35
25 – 30	27	40	67
30 – 45	36	61	97
45 – 55	13	25	38
55 & above	9	19	28
Total	99	166	265

Source: Primary Data

The above table indicates that out of the total (265) respondents studied 99 were from Indian Pharma companies while 166 belong to MNC pharma companies. Maximum respondents belong to the age group of 30-45 years while minimum were from the age group of 55 and above. Among the Indian companies 14 respondents were in the age group of less than 25 years, 27 respondents in the age group of 25-30, 36 were from 30-45 years, 13 from 45-55 years and 9 were from the age group of 55 & above. Among the MNC's, 21 respondents were in the age group of less than 25 years, 40 were in the age group of 25-30, 61 were in the age group of 30-45 years, 25 in the age group of 45-55 years and 19 were in the age group of 55 and above.

Table-4: Educational qualifications of the respondents in Indian and MNC pharma Companies

Education	Indian	MNC	Total
Diploma	18	22	40
Graduation	49	85	134
Master degree	31	50	81
Doctorate	1	0	1
Others	0	9	9
Total	99	166	265

Source: Primary Data

The above table indicates that maximum respondents were graduates and only one from the entire sample was a PhD. Of the 166 respondents from MNC companies 22 were diploma holders, 85 of them were graduates, 50 were post graduates, 9 belong to other category while there was no one with PhD. In Indian Pharma companies, 18 were diploma holders, 49 were graduates, 31 were masters, and one was PhD

Table-5: Work Experience of the respondents in Indian and MNC Pharma Companies

Work Experience	Indian	MNC	Total
Less than 3 years	17	38	55
3 – 10 years	35	60	95
10 – 15 years	23	30	53
15 – 20 years	17	16	33
More than 20 years	7	22	29
Total	99	166	265

Source: Primary Data

Of the 265 respondents considered for the study, it can be observed that maximum respondents had a work experience of 3-10 years. While minimum respondents were having an experience of more than 20 years. In Indian pharma companies 17 respondents had an experience of less than 3 years, 35 respondents had a experience of 3-10 years, 23 respondents had an experience of 10-15years, 17 respondents had experience of 15-20 years while 7 respondents had an experience of more than 20 years. In MNCs 38 respondents were having an experience of less than 3 years, 60 were having an experience of 3-10 years, 30 had an experience of 10-15 years, 16 had an experience of 15-20 years, while 22 respondents had work experience of more than 20 years.

Inferential Statistics

Variables used

- * Independent Variables :-Demographic profiles:
- * Gender
- * Age
- * Educational Qualification
- * Work experience
- * Dependent variables
- * Employee Perception of Training and Development Practices
- * Employee Perception towards Job Satisfaction Outcomes Training and Development Practices

Tests used

- * Descriptive statistics(Mean, standard deviation, frequency, minimum values and maximum values)
- * Cron bach Alpha(to test the reliability)
- * T test(comparison of dependent and independent variables)
- * Statistical Package used for analyzing the data is SPSS 20

Table- 6: Study of perceptions on training and development practices

Perceptions	Organization	Mean	Std. Deviation	df	t-statistics	p-value
Training and Development Practices	Indian company	4.073	0.437	263	3.167** *	0.002
	Multinational company	3.723	1.045			
training and development practices resulted in job satisfaction	Indian company	3.976	0.502	263	2.758** *	0.006
	Multinational company	3.663	1.062			

***: significance at 1% level

Source: Primary Data

In the above table, since p values for perceptions are less than .01 it shows that there is significance difference in the perceptions with respect to type of organization.

It is also observed that, mean scores Indian companies for Training and Development Practices and job satisfaction outcomes of training and development practices are significantly higher than the respective mean scores of multinational companies.

Hypothesis Testing

H1 Employee perception towards training and development practices and Job satisfaction Outcomes of training and development does not differ between the Indian and Multinational pharma companies across the gender of the respondents.

Table-7: Gender of the respondents and their perception towards training and development and their job satisfaction outcomes in Indian and Multinational Pharma .Companies

Type of Company	Perceptions	Gender	N	Mean	Std. Deviation	t-statistics	df	p-value
INDIAN	Training and Development Practices	Male	52	4.054	0.493	0.450	97.000	.653
		Female	47	4.094	0.370			
	training and development practices resulted in job satisfaction	Male	52	3.957	0.542	0.397	97.000	.692
		Female	47	3.997	0.459			
MULTINATIONAL	Training and Development Practices	Male	104	3.976	0.880	164	4.242***	0.000
		Female	62	3.298	1.165			
	training and development practices resulted in job satisfaction	Male	104	3.915	0.877	164	4.153***	0.000
		Female	62	3.239	1.210			

Source: Primary Data

The above table indicated that the gender of the respondents does not have effect on their perceptions related to Training and Development Practices and job satisfaction outcomes of training and development practices in Indian pharma companies, while in Multinational pharma companies gender has shown its effect at 1% level of significance on the employee perceptions of Training and Development Practices as well as on Job satisfaction outcomes of training and development. It is found that mean scores of male individuals are higher than female individual. Male employees are happier with training and development practices than female employees Thus the null hypothesis is rejected.

H2 Employee perception towards training and development practices and Job satisfaction Outcomes of training and development does not differ between the Indian and Multinational pharma companies across the various age groups of the respondents.

Table 8: Age of the respondents and perception of training and development practices and their job satisfaction outcomes

Type of Companies	Perceptions	Age group	Count	Mean	Std. Deviation	F-statistics	p-value
Indian Companies	Training and Development Practices	less than 25	14	3.971	0.338	1.219	0.308
		25 – 30	27	4.033	0.413		
		30 – 45	36	4.089	0.472		
		45 – 55	13	4.292	0.312		
		55 & above	9	3.967	0.602		
	Job satisfaction outcomes of training and development practices	less than 25	14	3.978	0.310	0.728	0.575
		25 – 30	27	3.875	0.511		
		30 – 45	36	3.966	0.590		
		45 – 55	13	4.144	0.367		
		55 & above	9	4.077	0.515		
Multinational Companies	Training and Development Practices	less than 25	14	2.662	1.220	8.236** *	0.000
		25 – 30	27	3.988	1.032		
		30 – 45	36	3.897	0.841		
		45 – 55	13	3.948	0.925		
		55 & above	9	3.484	0.925		
	Job satisfaction outcomes of training and development practices	less than 25	14	2.604	1.144	7.355** *	0.000
		25 – 30	27	3.935	1.016		
		30 – 45	36	3.808	0.959		
		45 – 55	13	3.840	0.928		
		55 & above	9	3.559	0.917		

***: significance at 1%.

Source: Primary Data

It can be observed that Age does not influence employee's perceptions on Training and Development Practices and job satisfaction outcomes of training and development In Indian Pharma Companies. However in Multinational pharma companies age has shown its effect at 1% level of significance on the employee perceptions of Training and Development Practices and training and job satisfaction outcomes of training and development. Null hypothesis is rejected

H3 Employee perception towards training and development practices and Job satisfaction Outcomes of training and development does not differ between the Indian and Multinational pharma companies across the various levels of Educational qualifications of the respondents.

Table 9: Educational Qualification of the respondents and perception towards training and development practices and job satisfaction outcomes.

Type of Company	Perceptions	Educational Qualification	Count	Mean	Std. Deviation	F-statistics	p-value
INDIAN	Training and Development Practices	Diploma	18	3.967	0.343	0.796	0.454
		Graduation	49	4.118	0.405		
		Master degree	31	4.061	0.533		
	Job satisfaction outcomes of training and development practices	Diploma	18	3.906	0.430	0.930	0.398
		Graduation	49	4.046	0.405		
		Master degree	31	3.907	0.664		
MULTINATIONAL	Training and Development Practices	Diploma	22	3.395	1.005	1.336	0.265
		Graduation	85	3.685	1.054		
		Master degree	50	3.892	1.075		
		others	9	3.944	0.778		
	Job satisfaction outcomes of training and development practices	Diploma	22	3.273	1.002	1.740	0.161
		Graduation	85	3.625	1.068		
		Master degree	50	3.857	1.092		
		others	9	3.889	0.791		

Source: Primary Data

The above figure indicates that the educational qualification of the respondents does not have an impact on respondent's perceptions both in Indian as well as the MNCs. Null hypothesis is accepted.

H4 Employee perception towards training and development practices and Job satisfaction Outcomes of training and development does not differ between the Indian and Multinational pharma companies as per the work experience of the respondents.

Table-10: Work experience of the respondents and their perception towards training and development and their job satisfaction outcomes

Type of company	Perceptions	Work experience	Count	Mean	Std. Deviation	F-statistics	p-value
INDIAN	Training and Development Practices	Less than 3 years	17	3.906	0.385	1.818	0.132
		3 – 10 years	35	4.034	0.457		
		10 – 15 years	23	4.204	0.212		
		15 – 20 years	17	4.200	0.499		
		More than 20 years	7	3.929	0.699		

	training and development practices resulted in job satisfaction	Less than 3 years	17	3.923	0.413	0.857	0.493
		3 – 10 years	35	3.881	0.531		
		10 – 15 years	23	4.064	0.410		
		15 – 20 years	17	4.115	0.626		
		More than 20 years	7	3.956	0.502		
MULTINATIONAL	Training and Development Practices	Less than 3 years	38	3.374	1.209	1.600	0.177
		3 – 10 years	60	3.828	1.058		
		10 – 15 years	30	3.830	0.933		
		15 – 20 years	16	4.000	0.945		
		More than 20 years	22	3.691	0.835		
	training and development practices resulted in job satisfaction	Less than 3 years	38	3.334	1.217	1.449	0.220
		3 – 10 years	60	3.718	1.069		
		10 – 15 years	30	3.833	0.989		
		15 – 20 years	16	3.947	0.859		
		More than 20 years	22	3.640	0.927		

*** : significance at 10% . *** : significance at 5%

Source: Primary Data

Work experience of the respondents does not have a significant impact on respondent's perceptions towards training and development practices as well as Job satisfaction outcomes of training and development practices in both Indian as well as the Multinational Pharma Companies in Goa.

RESULTS AND FINDINGS

- * In Indian company respondents showed a better perception towards training and development practices and its Job satisfaction outcomes than those of Multinational companies in Goa
- * The overall perception of the male employees was more favourable than that of female employees towards training and development practices especially in Multinational pharma companies in Goa.
- * Overall perception of Indian respondents is better than that of the MNC respondents with respect to age.
- * In MNC's employees in the age group of 25-30 years, 30-45 years and 45-55 years had a better perception about the training and development practices as well as their job satisfaction outcomes than those less than 25yrs as well than those who are in the age group of 55& above.
- * Educational qualification of the respondents did not affect their perception on training and development as

well as on Job satisfaction outcomes of training and development in both the Indian as well as the Multinational pharma companies in Goa

* Work experience of the respondents does not affect their perception on training and development practices and their job satisfaction outcomes both in Indian as well as MNC.Pharma companies in Goa

CONCLUSIONS

* Although MNC's are said to have liberal training budgets it was found that the employees in large Indian pharma companies showed better perception towards training and development and experienced higher job satisfaction than the Indian pharma companies in Goa.

* Male employees were offered better training opportunities than females as most of the training provided is job related (technical) and such jobs are generally handled by male employees.

* Most of the responsible positions in these large pharma companies are held by male employees as a result of which they may be offered better training avenues.

* Most of the training is in-house and therefore it may not be very effective as per the expectations of the employees.

* There is no proper TNA (Training Need Assessment) process as a result of which often training programs do not match with the training requirements of the employee.

* Very few employees are sent for external training programs organised by some reputed institutes.

* Often training programs are conducted as rituals without studying the gap between the skills available and required.

* Often orientation is not provided to the trainee about the training program to be conducted so as to keep the employee tuned to the training sessions.

* Management is often conservative about spending on training and development activities as they often consider it as a short term expenditure.

SUGGESTIONS

* Proper training need identification has to be done so that appropriate training programs can be designed to suit the requirements of the employees.

* Performance appraisal can be used as a tool to get inputs on training requirements.

* Training should be provided to every employee irrespective of their gender, whenever required so as to update their knowledge or develop their skills and talents for better performance.

* Besides work related training, behavioural training may be provided to the employees so as to develop their leadership skills and motivate them for better performance.

* The new comers have to be provided with intensive induction training so that they get to understand the working culture, working environment, policies and practices, the rules and regulations and the entire organisational setup.

* Employee's feedback on training programs should be considered so as to incorporate changes in future training programs.

* A separate person if not a separate department should be provided to look after the training and development practices.

* Top management should play a supportive role in providing training to its employees, although training involves cost training it should not be looked upon as a short expenditure but a long term investment in human factor.

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