Chapter – II

Review of Literature
2.1 Introduction:

Once the research topic is finalized, it is necessary to review all the relevant material which has link to the topic. The review aims at evaluating research studies done both in India and abroad in the past few years.

The Researcher explored all the available resources to access any research article or data is available in the area of training and development practices in Print and Electronic Media, some researches are available in various industries which the researcher has reviewed. The researcher studied the various concepts related to training and development to apply it appropriately in this study. To support the concept and to find the research gap, the researcher has reviewed few relevant studies carried out previously and presented in this Chapter. As far as reviews are concerned, the studies from the area of training and development were considered in order to analyze the research gap for the present study. Few of the studies had some relevance both directly or indirectly to the topic of the present research. The reviews had been done from different sources such as textbooks, websites research papers published in journals, published thesis, documents etc. All these literatures highlight about the importance of training and development.

2.2 Training Practices

Ellen A. et. al (2002) A research conducted by Ellen A.et.al during the year 2002 attempted to analyze training and development practice covering nine countries coming under one regions. These countries are Australia, Canada, Japan, Korea, Indonesia, Mexico, Taiwan, United States as well as Central and South America. The study looked into whether there are common and universal training and development practices across these countries. The study revealed that there existed no common or universal practices across all these countries, but there existed significant similarities in the practices within the country groups.

Among nine countries and one region the managers from Asian countries stood at the top, being highly satisfied with the practices of training and development in their organizations. At the same time, the managers from Mexico and Latin America considered the training and development practices as utterly inadequate and they strongly felt that the training and development practices badly needed improvement. The American, Canadian and Australian managers perceived 'softer' training and
development practices such as team building, understanding of business practices and corporate values were locking and needed to be improvised more. The study holds that policy of the government economic and business practices which tends to influence the training and development across the country groups is, in fact impacted by cultural traits and tends of the industry these observations must help the practitioners with preliminary guidelines to design suitable training and development practice. This could as well provide a useful insight into future questions as to, in what way the government and industry impact the nine countries and one region wherein the Asian managers are quite satisfied with the training practices of their organizations. In contrast, how business strategies impact training and development practices and how one might develop might develop across countries with reference to managers from Mexico and Latin America, who were not satisfied and had felt that the training and development were quite inadequate and needed improvement.

**Quartey (2012)** elaborates the effects of “employee training on perceived organizational performance in the print media industry in Ghana”. The investigator states that in contemporary settings, employee training is important for accomplishing competitive interpolations. The consequence of employee training on organizational performance in the print media industry is observed mostly in the African context through a case study. The results from the descriptive analysis showed that although some employees were not aware and some were not considered for training programs, several employees reported that they were involved in different training programs. The results also showed that training programs in the print media industry are not regularly conducted. The results from the interrelation investigation found a reasonably strong relationship between employee training and organizational performance, where employee training has an enormous consequence on organizational performance. Testing the theory of resource-based observation needs an extension of this study to other private firms in the print-media industry. It was ascertained that contemporary changes in employees’ expertise require continuous and frequent employees’ training.

**Sripirabaa and Sridevi K (2010)** carried out a study probing into the “training practices in a Garment Manufacturing unit” was conducted by B. Sripirabaa, K. Sridevi during the year 2010 involving bottom level employees spread across various departments. Out of around 900 employees of the organization. 15% were selected at
random and thus the study comprised of 134 people. The study pointed out many factors influencing training in the organization, such as training policy, adopted location of training, extracurricular activities, safety measures, co-trainee, grasping capacity of the respondents, language of the trainer and the competency. The respondents found the training methodology to be boring and very few people an experience of over seven years. The opinion of respondents about the type of train unpaired as against the one that was actually need differs with their educational standards. The organization carefully identified the training needs and planned, designed and executed on assessment of needs, and this has been revealed by the path modeling results of the study. The organization evaluated the job performance of the trainees and evaluated the implemented training program. The method of evaluation was also decided upon during the training design to ensure effective evaluation results. Based on the evaluation results and the feedback obtained the training needs were reconsidered and training was redesigned in the light of the assessment

Khanday N(2012) carried out a study “on overview of employee training and development systema case study on Indian financial institutions” The objective of the study was to know the existing training and development practices in Jammu and Kashmir Bank LTD, ICICI and State bank of India and To evaluate the perceptions perceived by the employees across gender and work experiences on all dimensions of training and development. The study was conducted in J&K, ICICI and SBI banks in Delhi, Mumbai, Kolkata and Bengaluru. The questionnaire was issued to 510 employees out of which 480 responded. Five point Likert scale was used for the survey, further eight dimensions were assessed. The data was analyzed and interpreted using SPSS and Minitab statistical package. Both male and female employees have expressed equal level of satisfaction on training and development policies and objectives. Both genders feel that bank has well defined training and development policies and procedure. However, perception across gender shows a significant difference across banks. Induction training and orientation process are rated good by both male and female of State bank and ICICI. The same dimension is rated average by male as well as female in JKB showing dissatisfaction with the practice of induction and orientation process carried out in bank. All the employees of the group across gender except JKB are happy with behavioral and technical
programme organized in their banks, Identification of Training Needs process is rated highest by female employees of ICICI and lowest by male employees of JKB. Rest of group has expressed satisfaction over these dimensions.

Rathan Reddy. B (2005) “Effective Human Resource Training and Development Strategy” The author has highlighted the issues of training and development practices focusing on national and international perspective. In national perspective the organizations have realized the importance of training and development. Employees are trained to increase efficiency, perform better and improve productivity. In the international perspective, a comparison has been made to the training scene of United States with other nations in terms of training and educating the workforce. The main difference between training and development in public and private organization is, in the former the training and development programmes are focused on employee developed and skill enhance approach while in the private organizations, it is mainly focused on the development of the organization.

Horwitz, Heng and Quazi (2003) in their article “Attracting , Motivating and Retaining knowledge workers” report that attracting, absorbing and inspiring talented people has become essential in a knowledge-based and labor-intensive business environment, where subtle changes in knowledge management practices and global technological advancement have redefined the ways of work. The study finds the most and the least influenced HR strategies that are utilized by knowledge intensive firms (KIFs) in Singapore for finding, inspiring and retaining workers. On the other hand, it is distinctly evident that employment practices and effective team work lead to individual and organizational flexibilities, resulting in organizational competitiveness. The well-known schemes were not necessarily found to be the most influential. Various unique HR practices are required for managing knowledge-based workers and such practices differ according to the company ownership. A plan based on statistical data is proposed for improving the usefulness of such HR policies in managing knowledge-based workers

Yadapadithaya and Stewart (2003) has done a study focusing on corporate training and development policies and patterns in India and Britain.( IJTD: Blackwell publishing page no 107 to 123). The main purpose of this study is to describe the existing T&D policies and practices in the Indian and British corporate sectors.
This cross national study of India and Britain, explained about the international dimensions of Training and Development with collecting a data through mailed questionnaire to Two hundred and Fifty two (252) Indian and (One hundred and seventy four) 174 British companies.

In Indian data was collected from the organizations who has employed more than 50 employees, data base was taken from CII (confederation of Indian industry) the sample chosen organization were from private, public and MNC sectors engaged in manufacturing, service and IT industry. Various statistical techniques, like chi-square have been used to analyze the data.

The study focused on international extend of training and development like, main responsibility function, corporate adherence to training and development, significant result areas of training and development, aims, degrees, instruments, timing, and patterns of assessment; major detected lacks and challenges of training and development programs. The comparisons between the two countries showed that some of the results associated to corporate training policies and patterns showed differences, and some revealed similarity.

The Results and discussions of their study shows as mentioned below:

- Respondents were asked to specify who in their organizations is responsible for training and development activity. In Indian companies 71 % of the training activities are managed by personnel / HR department / Training professionals whereas in British organizations it is 65%
- Corporate commitment to Training and Development was measured by collecting the facts and figures applicable to the year before the survey period. The respondents were asked to indicate on
  - Total Expenditure incurred on training and development activities for specific period
  - Total number of employees trained formally
  - Total number of Man days trained
  - Total number trainers, staff and resource involved in training
  - These indicators suggest that the British companies invest more money, time, energy and resources in Training and Developing activities than Indian companies
• To identify and analyze training and development needs, majority of both the Indian organizations (70 to 80%) and the British organizations (75-93%) considered line managers, employer requests and the performance appraisal results.

• Majority of the organizations both Indian and British firms reported, the major drivers of their T&D initiatives is to increase skill set of the employees, innovations, quality and productivity.

Through their study they could identify that, the companies in India and Britain are currently facing three major challenges to their Training and Development functions.

a) Developing and Creating a strong system of more reliable, valid, and Operationally viable to evaluate and measure the effectiveness of Training and development.

b) Implementing learning and development as one of the fundamental Core values of the company.

c) To initiate and Integrate Training and Development for change Management process.

From this study we could analysis the review we could analysis, there are similarities in the practices of Training and Development in India and Britain.

Venkoba Rao and Kishan.K (2012) carried out a study dealing with “Training and developments in public sector undertakings” This study attempts mainly to understand the concept of training and development and it experimentally measures the perception of effectiveness of various components of a training program in the public sector undertakings in our country. It collected the required data from 79 employees of two leading public sector undertakings at Hyderabad through a structured questionnaire and it reveals that these undertakings tend to give importance to Training and Development programs. The respondents answering the questionnaire have informed that the programs have helped them to acquire technical skills and knowledge through training.

Shivaramu. S(1992) made an attempt to study “Selection and training procedures in Indian multinational companies abroad” An analysis of the response of questionnaire suggests that there is a lack of appreciation for training in international business by
Indian firms abroad. It had foreseen that increasing opening up of Indian economy as a result of liberalization policy could lead Indian business less towards a global perspective and the training in international business could evolve a different response to the new situation.

Patterson et al. (1998) conducted the study on “impact of employee management practices on the business performance of organizations”. The study data which was gathered from an intensive ten year study of over a hundred small and medium-sized manufacturing enterprises in the United Kingdom revealed that training and development programs motivate and aid organizations in the retention of talented employees. The data provide a clear links between various managerial practices and company performance. Overall, the results of this study very clearly indicate the importance of people management practices in influencing company performance. The results show that the most important area to emphasize is the management of people. The result also demonstrated that emphasis on HRM practices is one of the most neglected areas of managerial practice within organizations.

2.3 Methods of Training and Development

There has been a resourceful article by Mishra O.P. and Ganguli D(2002) going into a few prominent training methods and about the use of new electronic technologies for the purpose of training. It is points out the importance of training in the development of human resources, which is necessary for a skillful extension of the knowledge of the new technologies with the fast changing global situations, it becomes necessary to keep aside the age old methods of training and go for modern and innovative methodologies, if we should be able to face the challenges the article suggests the methodologies like computer aided instructions (CAI) and the Interactive computer Video Technology (ICVT) teleconferencing and such other methods to be able save money, time and course energy of not only the participant trainees but also that of the Organisation and ultimately that of the whole Nation.

Slotte Vispi, et.al (2005) for organizations to compete in the international market and to cope with the rapid Development in knowledge production, a capacity for continuous organization learning, has to be developed. This learning capacity lies in individuals and organizational change and effectiveness that required not only open communication and empowerment of members of the work community but also a
culture of collaboration and interaction among co-workers. Thus organizational change can be achieved only if the individuals learn in the organization share their knowledge, interest and collaborate with each other at the work place. Therefore workplace becomes the appropriate focus for the development of the expertise and organizational learning can be achieved through three stages of learning at individuals level, at collective or team level, and at organizational level. Both formal and informal learning have been recognized or important elements of learning at work. If it is formal learning that integrate theory with practice and systematically exploits and transforms to the knowledge. This is achieved through informal learning to exploit knowledge and skills.

Jean Thilmany (2007) conducted a study on "Supporting Ethical Employees", the author highlights how ethical training help define behavior expected of an employee. Ethics trainers strive to give employees a solid frame work for their reasoning so, they can figure out the right thing to do in particular situations. Human Resource departments that develop strong ethics programmes can help companies protect their reputations and strengthen employee loyalty.

Carrol Luchnit, (2001) in his article relating to “methods of training asserts” that the new and improved methods of training tend to be rather less expensive by about 40% and get come up with very high quality of training. It is interesting to note that a great majority of the training in companies are readily available in diverse alternative formats like Web, CD-ROMS, etc. Scores and hundreds of ready online courses about various subject like ethnic training, data process, computer programming interpersonal skills are contribute to a great extent to reduce the cost and provide quality learning.

Rudrabasavaraju M.N (2001) “Executive Development’’ probes into the various types of training techniques and methodologies adopted in the in-house training programs, and about their out company programs wherein the executives of the company were exposed to training. All sample organizations are using case methods, sensitivity training, lectures, business games, conferences, seminars, workshops, role plays and audiovisuals as a part of the training process. Case method emerges as the most widely adopted method of teaching, and also as a highly effective instrument of the process of learning as per the opinions expressed by the respondents.
Piccoli, Ahmad and Ives (2001) have made an analytical study on the “web-based learning environment” and state that internet technologies have an important influence on the learning industry. Both modern and traditional institutions of higher education have improved and are using web-based courses, but there is not much evidence of effectiveness compared to traditional model of classroom education. The study focused on the effectiveness of a technology-mediated virtual learning environment (VLE) in the context of basic IT skills training.


Carried out a study titled “The increasing scope of Training and development Competency using secondary data”. This study reviews the literature on trends in training and development over thirty years. The study also reveals that there are two most visible changes in training and development area i.e.

1. Shift to performance improvement and
2. Use of technology

During 1980 and early 1990’s there was much accomplishment of Competencies in the field. The competency movement resulted in transferring job titles to the notion of work as outputs and various roles, reflecting in multi skilling.

Learning is no longer the transfer of information, it is the creation of knowledge and this should reflect on business results and profits. The New business model integrates all business functions and ensures everything in the organization should continuously improve.

United Nations Educational, Scientific and Cultural Organization - UNESCO conducted study on communication and information activities for print media with the aim of improving the technical expertise of their employees and in obtaining the latest technical tools in the year 2009. The newspaper has recently become a major source of mass communication, enabling both the transfer of information and renewal of cultures. Independent press is a key tool in the democratic process, providing access and multiplicity of information sources. However, owing to the poor technical infrastructure and outreach in national and international markets, the growth of print media is detrimental in some countries, which results in the prevention of advertising and loss in revenues. The UNESCO programme for the print media highlights these
problems by supporting newspapers in upgrading the technical expertise of their staff and by adopting tools that meet the latest technological standards.

The future schemes taken by UNESCO in favor of print media are as follows:

- Providing technical support for local and commercial enterprises in the print media, with a ‘train-the-trainer’ scheme.
- Improving the technical excellence and content of the print media.
- Growing and expanding readership of the print media

2.4 Impact of Training and Development

Susmita.P and Kalyani M (2011) carried out a study entitled “An Empirical study on Human resource development mechanism with reference to Training and development system in Bharat Sanchar Nigam Limited (BSNL), Orissa” Data was collected from the circle office employees of BSNL, Bhubaneswar, employees from various department like Administration, Finance, Planning, civil, information technology, Operations, Marketing and commercials through purposive sampling. The researcher selected the executive category for his study; this executive category of employees consists of senior, middle and junior managerial level employees. The sample size was two hundred and fifteen employees (215). The questionnaire consisted of 14 items and had five point (5) ranging scale from 5 (always) to 1 (never) the questioner on HRD mechanism was selected from 38 item questionnaire on Human resources development climate, developed by Dr. T.V.Rao and Abraham. Over all there is a fair improvement in executive training in BSNL Orissa circle. Thus the study reveals that there is an increase in knowledge of the executives who have undergone training and there has been a willingness on the part of BSNL management to upgrade its executives, by giving due importance in creating learning organization.

Noel. G.M, Sin, and Lan C.P (1982) have made an attempt to define and determine the aspect of importance of training and development of the ability of the individual and organizational performance. Getting rid of anticipated deficiencies in make way for a smooth and improved flow happens to be the major purpose of training and development. As a consequence of training and development, the organizational performance and level of productivity stood well improved. Organizations adopting to the technological changes in their process will help to accelerate obsolescence of the employee and, nonstop enhancement of his skills and expertise acquired through
the process of training supports the employee as well as the organization to become competent and capable of moving on par with the changes. There are several components, procedures and processes involved in training and development. But the right and apt training and development would be the one that engulfs the three most important stages, viz., Identification, designs, implementation and evaluation.

**Roger Buckley and Jim Caple (1998)** a study dealing with the “impact of training on the productivity wages evidence” from Belgian firm level panel data was conducted. This study made use of over 13,000 firms data and went ahead to conduct an analyses of the effects of on-the-job training on the aspects of productivity levels and wages. The data based upon income and loss statements of the Belgian firms over a period of ten years between 1997 and 2006 was used for this analysis. The data so used includes information about total employment value added wages and other relevant financial data. As per law, the Belgian firms must submit a supplement called social account, to the financial statements which comprises of information about various elements of the specific training like, the proportions of workers undergoing training and the hours of training period and the cost incurred by the firm for the same this goes to reveal with evidence that on job training leaves a positive impact on labour productivity and the wages earned by the workers. Further, it says that the impact of on job training on productivity is far more than those on the wages and that it is consistent with imperfect competition on the labour market. Trained workers generally tend to be more productive in comparison to those who have not undergone training. It is the firm that becomes productive. On job training helps to increase firm level measured productivity by one to two percents as compared to those firms that does not provide training. Though the impact on wages are also positive though they are much lower than that on productivity and on an average it would be an increase by 0.5%.

**Richard M. Mudgetts and Fred Luthans (1997)** have come up with their book titled “Training in International Management” In this book they elaborate that training is a valid process which enables braining about a transformation in the behavior and attitude of an employee which could help to enhance the probability of attainment of the goal. Such a training process plays an important role in preparing the employees to be capable of managing overseas assignments, since it fully brings out the hidden potential of the employee. Helping expert managers to understand the customers
butter as well as the working habits of the local community is one of the best things that training does.

Galanou and Priporas (2009) Examined the consequence of six assessment levels such as reactions, learning, job conduct, job performance, organizational team performance and some broader, societal consequences in evaluating training mediation with respect to the modifications to learning, transfer and organizational impact and reveals present management views holds the organizational training theory that maintains achievement supports, to a great degree, upon a methodical assessment of training interventions. Few companies take adequate steps to assess and analyze the quality and results of their training. The study states training assessment is best when based on measures attained from the aims of the training and draws on the management success literature to inform a proposed model. The model was tested with data attained from 190 middle managers employed by a large banking organization in Greece and the results proposed that there is significant uniformity in the evaluation framework identified.

Neeraj Kumari (2013) undertook a study entitled “Changing Employees Attitude through Training” The study involved the employees of Bank of America with sample size of 100 selected employees of the Bank of America. The study was of the opinion that the training programs conducted by the human resources personnel of the organization is bound to bring about a change in the attitude patterns that, existed prior to the training about their organization and this plays an important role to maintain an effective and cordial culture. The employees who had doubts about a long-lasting effectiveness of the training were provided with feedback sessions and they could come up with suggestions. Some of them desired that the human resources personnel should interact with employees and feel what an employee thought about the organization, in addition to imparting training and development methods to positively bring about a transformation in their attitude and culture. They admitted that training brings about an openness and awareness which results in evolving a sense of integrity into the organizational culture. The employees who underwent on-the-job modes of training held that the training was indeed highly effective and efficient enough to bring about a positive change in the attitude and culture of the organization enabling an elevated quality service. These training and development methodologies must include innovative and strategic aspects so that it may have a
long lasting impact on employees as well as organization as suggested by the researchers.

Susmita.K and Kalyani .M (2011) carried out a study entitled “An Empirical Study on HRD Mechanism with special reference to training and development system in BSNL, Odhisha” Data required for the purpose of the study was collected from BSNL circle office, Bhubaneswar, GMTD Cuttack, GMTD Bhubaneswar and GMTD Behrampur divisions. The study adopted purposive sampling method and selected ten departments each of the above mentioned divisions and render took the study in the areas of Administration, Finance, Marketing, CMTS, operational planning, planning, civil, commercial and information technology. Three levels of executives from the above mentioned departments were to submit responses. The study did choose executives based on purposive sampling, the category of executives consisted of senior, middle and junior cadre managerial employees. The sample was of the size of 215 respondents. The human resources development mechanism questionnaire was framed from out of a 38 item questionnaire HRD climate which was developed by T.V. Rao and J. Abraham and the questionnaire thus developed consisted of 14 items and it used a five point scale ranging from 5 to 1, where 5 denoted ‘always’ while 1 denoted ‘Never’ enabling respondents to choose and respond. There has been a steady increase in the member of executives choosing to undergo the training and the management of BSNL has also been willing to upgrade its executives and has come forward to treat these training programs as essential to create an atmosphere of learning in the organization.

Prasanna.D and Sujay (2011) conducted a study dealing with the “impact of training of emotional intelligence on organizational effectiveness” For the purpose of study two different groups called Active group and Control group consisting of 21 employees. Before assessing the response, three sessions, each of which was of 120 minutes were held for the control group. Until taking responses, the active group was not informed anything about emotional intelligence workshop. Hence, the Active group was unable to grasp the gravity of the questionnaire provided to them. The researcher was able to drive home the gravity and importance of emotional intelligence for the knowledge workers of the future. The control group gave an excellent performance in comparison to that of the active group. Only empowerment can help acquire organizational effectiveness, and empowerment gets realized only by
training the employees. Hence, it a for the management to take up the task of transforming the employees into a clan of emotionally intelligent people who possess the quality of self-awareness and are emphatic by nature and are capable of self-management and self-motivation. The study makes it quite evident that there exists a relationship between emotional intelligence and personality.

Shamuni Kungiapu, Ruhizan and Mohammad Yasin (2010) conducted a study in the area of small enterprises engaged in tourism, with a view of evaluate various methods of learning at the place, which could help in improvisation of the skills and make them more efficient and competent. This study is called “Stepping up the ladder: Competence Development through workplace learning among employees of Small Tourism Enterprises”. The study has adopted stratified random sampling methods and went ahead to choose samples from about 2500 small tourism enterprises. The sample of hotels and travel agencies, which are the two most important sub-sector of tourism. These two are interdependent and work supplementing one another to reach the ultimate goal of serving the tourists to make them fulfill their desire of having a memorable tourist experience. The study covered small tourist enterprises (STE) in Klang Valley in Malaysia. It is elaborate and probes into the various types of skills that employees can learn at their place of work and the factors that help the process of learning at the place of work. It also probes the underlying factors leading to the acquisition of these skills and competence.

Once the employees undergo training and development programs, it’s impact and effectiveness as well as the visible improvement in the performance of employees after getting training needs to be assessed by the employer.

Beer, M. Eistenstat, R.A. and Spector B. (1990) in their article “Why Change programs Don’t Produce Change” states companies adopt and utilise training programs in order to increase the understanding and the skills of managers. Today training is not a luxury or anything to be looked upon in a lighter vain. Training is aptly looked upon as a wise investment, though all the training programs are not necessarily very impactful to achieve organizational goals.

Roger Buckley and Jim Caple (1998) in their book “The theory and practice of training” are of the opinion that it is more important to focus on the benefits resultant to training, and the training offers the following contributions:
The decision makers of the organization must attempt to raise the people's issues and implications of change and understand the same. Providing managers with assistance and support which empowers them to develop their capacity to deal and manage with change.

Training ensures that they possess the required abilities which would enable them to handle and manage the probable uncertainties associated with change. Training managers at all levels to make them knowledgeable and skilled enough to obtain the commitment of employees to change. It supports and encourages individuals, groups as well as the entire organization as a whole to examine the present performance and the operating environment. Hence, the analysis reveals that training is bound to create a need for new knowledge skills and attitude with the organization.

2.5 Training and Development Linked to Productivity.

Manju and Suresh, (2011) Investigated on “Training Design Interventions and Implications for the Productivity Effectiveness”, by surveying the various training design methods such as, Training Need Analysis (TNA) and Training Designing and Implementation (TDAI). An empirical research was performed on training patterns of the 30 industrial sectors by focusing light on the effectiveness of training design methods. Regression analysis was done to find the connection between training design methods and its usefulness in productivity and to confirm the usefulness of training patterns. The outcome revealed that the training design method received a lot of attention of the industrial sectors. The outcomes also showed that Training Need Analysis (TNA) is not positively connected to productivity effectiveness of training; on the other hand Training Designing and Implementation (TDAI) is notably connected to productivity effectiveness (PE) of training.

Kute and Upadhyay (2014) Analyze the “impact of technological changes on the performance of employees in the printing industry” Technology assists in organized creation of goods and services as it facilitates the necessary processes and systems. The research paper examined the link between technological advancements and its influence on employee performance. Technological alterations affect the employee performance in several ways. The study explored the consequence of technological changes on staffs’ achievement in the printing industry and found that training was required according to the prevailing needs. The research design adopted was
The hypotheses were framed to determine the links between technological change and employee expertise, and between technological change and employee performance. Data was gathered by conducting interviews and questionnaires. It was found that strategic human resource management should be adopted prior to adopting new technology. The work culture and the remuneration of workers should be well-developed and must be in accordance with the productivity and profitability standards. Training and retraining of staff is influenced by technological changes that need constant updating. The workers’ union must ascertain that the effects of technological changes are evaluated. Technological changes should be accompanied with good relations to help employers and employees to gain from transformation and safeguard the interests of all stakeholders.

**Armstrong (2000)** In his book “Human Resource Management” 2000- Chapter Six Performance Management - argues that skilled employees always perform better in teams as all employees are conscious about the expectations and are able to work accordingly. Additionally, regularly trained employees tend to accept changes and bring in new ideas. Training plays an important role in improving performance and productivity, and helps companies to be competitive. Previous researches have evidenced the positive impact of training programs on both employees’ and organizational performance. Training has a direct link with employees’ performance and a significant association can be found between employee training and subsequent performance. Training and development programs help employees to be capable in their jobs and render the best outcomes.

**Cole (2002)** –In his book “Personnel and Human Resource Management” 5thEdition stated that employees are capable of gaining the latest work concepts, acquiring new skills, changing their work approaches and increasing productivity, by way of adequate training programs. Furthermore, training is required for most of the employees to accomplish their tasks and to enhance the work quality. Therefore, trained and proficient manpower is vital for the overall success of organizations.

**Nadeem (2010)** studied “The Role of Training in determining the employee behavior with respect to corporate organizational productivity” He found a constructive association between training and various employee aspects, such as commitment, satisfaction and motivation. The primary reason for this positive association is that trained workforce feels motivated, committed and satisfied as they feel secure in
proving themselves to be an asset and initiating to own responsibilities. The personnel do not feel that they are being underutilized and they begin to think in the long term perspective as they shed their plans in changing their jobs. Furthermore, satisfied workers cause to enhance the levels of productivity. Training causes the workforce to be more knowledgeable, skilled and dedicated towards their obligations, which eventually leads to optimal organizational functioning. The researcher observes that employees require specific skills to be developed in them, which is to be heeded by the HRM. Such endeavors result in favorable employee relationships and increased outputs.

Herman, A and Kurt .K (2009) A study dealing with “Benefits of training and development for individuals, Teams, Organizations and Society” was conducted by Herman and Kurt during the year 2009, which attempted to review training and development literature since the year 2000, mainly focusing on the benefits derived from training and development for individual and teams organization and society, adopting a disciplinary, multilevel and global perspective, in order to explain the facts that training could bring about benefits for its stakeholders. A review of literature on assessment of needs and pre-training status, design and delivery of training, evaluation of training and transfer of training to identify the conditions which help to maximize the benefits of training and development were undertaken. For the purpose of future research, they have identified research gaps and have offered directions. A discussion on methods of maximizing the benefits of training has also been included, which relate to paying due importance to the assessments of needs as well as pre-training status of the trainees, such as trainee motivation, training design and delivery such as the advantages of using error training, evaluation of training such as documentation of the success differently considering the shareholder in question, and the transfer of training such as interprets over factors and their importance.

A book titled “Training for Productivity” by Leo Maglen et, al (2001) describes that a study undertaken by Rogers during 1998 relating to the issue of productivity levels in the Australian industrial sector with inputs through ABS performance survey data, wherein labour productivity measured as value added per every unit of labour employed showed wide variations across the industry. The highest levels were at
about ten to twenty times of the lowest levels and on an average, larger enterpriser were at higher levels in comparisons to the smaller enterprises.

Rogers (1998) found that large firms were rather more productive than the smaller ones in the sector. Roger attributes this to the fact that small business have relatively low capitals-to-labour ratio. Small business generally tend to invest more on people that investing on the new technologies when compared to large enterprises, who often go for hiring rather than owning. Both strategies reduce up-front costs, which is very important for small enterprises with small startup capital levels.

Lyau (1995) In an attempt to study “Effect of training on productivity” Lyau conducted a survey during 1995, picking up data from over 200 automotive spare part manufacturers of Taiwan. This study revealed that value added as sale price, less material cost were associated with both direct and indirect cost of enterprise training. It goes to point out that about $ 28 spent by the company to train up a worker returned an average of $ 430. The study also goes to prove that other resources like additional capital investment would not be necessary to achieve it.

2.6 Effectiveness of Training and Development.

Kailash. B.L. and Srivastav (2001) conducted a study dealing with the “impactful nature of various programs conducted by the in-house training centre of Tata Steel, Shavakavathi Training Institute (SNTI)” Different outcomes including factors of satisfaction; responses and reactions from the participant trainees; changes in the performance and behavior patterns as perceived by the participating employees were considered to measure the effectiveness of the training. After a detailed and in-depth study, the supervisors and departmental heads arrived at an inference that the organization needs to focus on the activities of the in-house training establishment in order to ensure that the training is effective to fulfill both the organizational as well as individual objectives are attained. The inferences of this study pointed out those participants and their immediate supervisors were not very much satisfied and it was advised that the content of the curriculum of the training needs to be updated on par with the changing realities and be redesigned, duly considering the requirement of the Job.
Robinson D.G. and Robinson J.C (1989) the authors discussed the two basic approaches to training for activity" versus "training for impact". In companies that endorse training for activity, they can be fig for activity; they can be characterized by features

- The HRD department is held accountable for its activity, not for its result
- The HRD staff of held accountable for design and delivery of training programme
- Skill transfer from the classroom to the job is unknown or absent
- There is a lack of clear alignment with business needs
- There is a lack identified management responsibility for results

Aside from the obvious problems with the training activity approach, none of the characteristics show any link between manager's needs or organizational needs the training. Training for impact seems to offer more advantages.

The authors summaries training for impact with a formula:

Learning experience x Work Environment = Business Results Training applied to the job yields business goals.

The approach is tied to results oriented training. This type of training clearly aligns with business needs.

Kameshwara Rao, Poranki and Asif Perwej (2015) had undertaken a study called “Assessment of Employees through Training and development at Hyundai Motors India Ltd.,” This study looked into the assessment of the impact of training and development to the employees of Hyundai Motors and also took up a comparative study of preference and grading of employees after conducting training and development programs. This study has brought up various fact finding enquires and surveys. The selected persons were intensively interviewed personally and also provided with a questionnaire to be filled up, which could be valuable source of relevant data. The area covered included Hyundai Motors (HMIL) at Irunkatukottai, at Chennai. The researchers conducted the study using simple random sampling (probability sampling method). This indeed complex, since, it is enveloped with a number of consideration which are qualitative/quantitative by nature and about 200 employees of HMIL had been picked up as samples.
Major inferences drawn from this study which was undertaken utilizing tools like CHI. SQUARE and weighted Average Methods has reveals that, the training imparted to the employees of Hyundai Motors India Ltd., (HMIL) has been in fact effective and that all the employees are of the firm opinion that the training facilitates to achieve its objective and also that all the employees have a healthy and positive attitude about the program. The company intends to see that all the employees of the company will have their knowledge and skills are thoroughly elevated. The study indicates that the efficiency and capability of the employees in the process of implementation of knowledge acquired will have a true improvement when they are provided with ample opportunities to undergo on job training in other destinations, in addition to class room lectures which may be restricted to theory only.

K. Sindhaya and Sindhu (2014) conducted a study on “Impact of training and development of the employees in M/s. Chettinad cement Corporation Ltd., Karur” it intended to make an assessment of the level of satisfaction of the employees about the training program conducted by the company. A closed ended questionnaire by making the trainees answers the same for the purpose of collecting primary data. The researchers have used percentage and Chi-square method for analyzing the data thus obtained through the closed and questionnaire. This type of training and development program enables the company to find out whether such initiatives could be able to elevate the levels of quality, positive attitude and the skill and competence of the company’s employees where it courses to work. This study also aims to provide the required information to the training and development program along with due guidelines and suggestions, to avoid and overcome drawbacks and shortcomings which the company may encounter during the course of training, in order to make it more effective. 100 respondents were selected for the purpose applying convenience sampling method, which secondary data was chosen and picked up through books and website. While 50% around 54% of employees were of positive opinion and held that the training definitely makes them capable of acquiring technical know-how and skills, and a fairly 78% of the trainees concurred that such training programs go a long way in the process of develop and cultivate interpersonal skills.

Raja and Kumar (2016) selected the automobile manufacturing company Ashok Leyland for examining the “Effectiveness of training and development”. This study is carried out using questionnaire which forms basis for data collection the target sample
audience is 400 employees. The data was collected through well-structured questionnaires which contains closed end question. This survey was carried out in various departments of the Company. In the course of study, it was found that the training programs analyzed were provided to all the employees of Ashok Leyland and was not specific to particular category of employees. The research design used for this study is descriptive in nature. Random sampling technique was adopted for selecting sample units from the employees. The primary data were collected through questionnaire by conducting personal interview with the employees. The source of secondary data was company profiles and websites. A sample of 400 employees helped to analyze their satisfaction level and provide valuable suggestions. The statistical tool used for analyzing and interpreting the opinions of the employees and the tool includes simple percentage analysis and testing (chi square test and correlation and coefficient test). The result of the training revealed that training has become increasingly vital to the success of modern organizations. Training plays a central role in nurturing and strengthening these competencies, and in this way has become part of the backbone of strategy implementation. Employees Training and Development programs will help to improve skills or add to the existing level of knowledge so that the employees is better equipped to do his/her present job or to get prepared for a higher position with increased responsibilities. Further, the study pointed out the necessity of the training and development in companies like Ashok Leyland and suggested that these companies has to make sure that its employees are well trained, technically, mechanically as well as in other aspects also, Employees as well as the Organization has benefited from these programs. The study further indicated that most of the employees are satisfied with the training and development activities, though there is still scope for improvement in it.

Bhat (2013) conducted a study on the “Impact of training on employee performance in banks”. According to the author, training positively influences work performance. Training improves employees’ anticipations and effectuations towards their job and helps them in gaining expertise, thereby enhancing their capabilities to perform better. Additionally, training facilitates the adoption of technological inventions, comprehension of the level of market competition and organizational structures. Several aspects of employee performance are analyzed, which include compensation, performance appraisal and organizational commitment. The objective of the study
was to measure the extent of managerial performance in terms of imparting training. Performance of an organization depends on the dedication of employees, which is dependent on the HR strategies that include training and development schemes.

**Swaminathan and Gowri Shankar** (2011) examined a case study for determining the “Perceived effectiveness of training and development” The case study was of a software testing company, called STC Technologies Pvt. Ltd., which provided training courses. The study intended to evaluate the effectiveness of training and its effect on employees’ work performance. Simple random sampling method was used for surveying 60 employees. The study outcomes suggested that majority of employees were found to be satisfied with the training and development programs conducted by the company. Further, it was found that the quantum of training programs result in several benefits, such as enhancement of the employees’ comfort level, improvement of employees’ views on training evaluation and work atmosphere.

**Bhatia, S.K (2005)** Training programmes are directed toward “Maintaining and improving current job performance” while development programmes seek to develop competencies for future roles. In the new millennium, the knowledge revolution has brought tremendous changes in information technology. The training inputs cannot remain constant because of the dynamic pace of change. So to improve the effectiveness of training there are some factors responsible:

- Training needs identification
- Pre-training activities
- Planning and organizing the programme
- Designing the module
- Feedback on the faculty
- Feedback from the faculty
- Training plan and budget
- Development of in-house faculty
- Nomination to external seminars and training programmes
- Quality training focus

There is an ever increasing awareness about the need and importance of training of the highest quality companies to look at people as assets and training and development activities as an investment for the future and not expenditure.
Greer, Thomas. V (1970) "An endless chain of positive reactions from a well-planned training programme. Production and product quality may improve; financial incentives may then be increased, internal promotions become stressed, less supervisory pressure ensure and base bay rate increases results. Increased morale may be due to many factors, but one of the most important of these is the current state of an organization's educational endeavour".

Clark et al.,(2010) has made an intense study on “Electronic media and its influence on learning and development” and found apparently similar paths, considerable changes are taking place in the organizational climate regarding training, research in emotional psychology, and the skills provided by multimedia technology. Therefore, high prospects that the occurrence of these advances would help business and education have not been realized. Regarding training, research has established that, for all trainees, popular discovery-based instructional pattern, including the patterns used in simulations and “serious games”, are totally ineffective. Training material is incomplete and inaccurate, subject matter expert statements, rather than taking the unobservable decisions, judgments, and investigation they use solve complex problems. In spite of the prove that media has no influence on training, and development most of the training distribution decisions depends on media preferences, rather than supporting the subjective methods used in significant learning.

Rama Devi and Shaik(2013) conducted an Empirical study titled Examining the effectiveness of training and development in IT organization ” A positive correlation was determined among four different aspects of a training program, namely, assessment of training needs, training design, performance of trainer, and performance of trainee. The researchers believe that in addition to conducting a training program, organizations must also ensure that the training programs are regularly evaluated to facilitate the necessary modifications. The outcome of the study reveals that the effectiveness of training programs is dependent on, and is affected by the aforementioned four aspects.

Dhal (2014) Conducted a qualitative study on the “Effectiveness of training by utilizing the grounded theory approach” and by examining the survey responses of 51 trainees, in which 24 were working in the government sector and 27 were working in the private sector. The researcher wanted to know the factors responsible for the
efficiency of training programs and whether such factors were common for both government and private sectors. The major strengths and the major weaknesses of the training program were analyzed. It was found that nine factors contributed to the enhanced efficiency of training programs. The nine factors identified were program design, trainer, pedagogy, design of course content, scheduling, non-academic infrastructural support, learning outcome, classroom environment and objective of training program. Furthermore, program design, trainer, pedagogy and design of course content were found to be common factors in government and private sectors. However, it is important to note that the rankings of these common factors varied in the two sectors. Faculty centered learning was found to be the driving force for government sector employees, whereas defined learning outcome was found to be the driving force for private sector employees. Additionally, learning outcome was the only factor that was not reflected among government sector employees. Eight factors were yielded from government sector data, whereas five factors were yielded from private sector data. Thus, it can be inferred that the aforementioned nine factors are crucial for the effectiveness of training program, which impact the overall organizational performance.

Karia and Ahmad (2000) states that training enables and improves employee skills, it also helps to increase their levels of dedication, well-being and loyalty, thereby directly increasing the company’s competitiveness. The researchers suggest that training allows the upgrading of skills and assists to increase organizational commitment and sense of ownership, thereby directly boosting organization’s effectiveness. Training was found be vital in increasing efficiency of all organizational aspects.

Falola, Osibanjo and Ojo (2014) conducted a study on “The Effectiveness of Training and Development on Employees’ Performance and organization competitive advantage” in the Nigerian banking industry. Descriptive research method using two hundred and twenty three valid questionnaires was adopted by the study. Random sampling techniques were used to collect the data. The data collected were carefully analyzed using descriptive statistics to represent the raw data in a meaningful manner. The results indicated that there exists a strong relationship between training and development, employees’ performance and competitive advantage. In the light of
these results the study also pointed out the necessity of HR department to be active and conduct the training and development programs.

Rathan Reddy. B (2005) in his book "Effective Human Resource Training and Development Strategy” The author has highlighted the issues of training and development practices focusing on national and international perspective. In national perspective the organizations have realized the importance of training and development. Employees are trained to increase efficiency, perform better and improve productivity. In the international perspective, a comparison has been made to the training scene of United States with other nations in terms of training and educating the workforce. The main difference between training and development in public and private organization is, in the former the training and development programmes are focused on employee developed and skill enhance approach while in the private organizations, it is mainly focused on the development of the organization.

Shokouth Alamati (2013) conducted a case study on “Evaluation of the effectiveness of training programs” to the employees of Govah Company, Iran. This study was conducted with a purpose of observing and evaluating the training program conducted to 214 employees of the manufacturing department of Govah Company. In order to evaluate the impact of this training program at four stages viz., reaction, learning, behaviour and results, the researchers had adopted Kirkpotick’s four levels of evaluation model. This method focuses on the reactions of the trainees to the training, which includes the text and materials as well as the instructors who train up the employees. The level of skills and technical know-how gained by them-the learning; understanding of the impact of training on the behavioral pattern of the trainees – behaviour; the impact of training on the business results – Results; these are the fundamental measures of effectiveness. The inferences drawn from this study indicates that responses to the training program by the trainees have been positive to a great extent. The enhancement in the levels of skills and knowledge gained by the trainees was significant. The study also revealed that the utility and usefulness of the training combined with the efforts of the trainees to become more skilled and knowledgeable would be able to serve as an important variable in explaining the effectiveness of the training.
Thus, it can be clearly seen that:

- The reaction and response to the training course from the participant employees has been significantly positive.
- The Knowledge and Skill Levels of the employees has fairly increased as a result of participation in the training course which is evident, as the test scores have registered an upward growth.
- This proves that the training was indeed highly effective.
- The business results have also shown an upward growth, when the pre-training and post-training measures are analyzed comparatively.

The perceptions of the employees about the usefulness of the training combined with their efforts and involvement to upgrade their skills and knowledge have emerged as very important variables to substantiate the usefulness of the training during the additional analysis of the outcome of the training program.

These results lead us to understand an underlying need to prepare the trainees mentally, before conduct of the training sessions. They need to be oriented about the importance of such training and are convinced that they have to work hard to obtain the desired skills as well as knowledge.

Based on the feedback obtained from the trainees would help to improve the mode of training in an innovative way through practical exercises under the expert's guidance. This makes job application simple and easy for the employees. The interest generated among the trainee employees will be enhanced further and they will participate in the training sessions with renewed interest and zeal with the introduction of innovative methods of teaching. Thereby the usefulness and effectiveness of the training and development program will be proved to be more successful.

**Ali Kabar Banihashmidr, Seid Sadeq Fezi, Habib Valizadeh (2012)**

A study aiming to arrive at solutions for making “effectiveness of training” more relevant was conducted by Ali Kabar Banihashmidr, Seid Sadeq Fezi, Habib Valizadeh in 2012 which related to Iranian employees. Contract employees of central office prisons of Western Azerbaijan in Iran. Out of 377 employees 190 people were picked up at random. This study adopted Kolmogorov smirnov test, linear regression analysis, t-Test ANOVA and scheffe to conduct the research. This study observed
that factor that were structural and organizational by nature had a deeper impact on the on the effectiveness of training rather than factors that were human and environmental by nature. Finally, it is drawn that the variable of effectiveness index is effected more deeply by the structured factors while human factors and environmental factors falls into the second and third places in the order.

Rasool A. Hassan, Bashir A. Fuwad and Azam (2010) A study relating to “Pre – training motivation and the effectiveness of transformational leadership” conducted by the authors deals with the importance of training motivation in explaining training effectiveness and to do this the study has made use of a true experimental design, wherein a pretest and post test with control design was adopted for the study. In order to study the impact of transformational leadership training on the outcome of attitudinal factors the study engaged area managers of a big private healthcare company. Choosing only one company help to control cultural diversities and variations and picking up only area managers enabled the researchers to maintain homogeneity and uniformity of staffing function. The experimental group had twelve managers, out of which eleven managers were males. But control group had ten male members. In order to study the transformational leadership behavior using subordinate's report, the group adopted a Multifactor Leadership Questionnaire (MLQ) was adopted. This unique questionnaire reckons transformational leadership in its four aspects namely:

1. Individualized Consideration (IC)
2. Intellectual Stimulation (IS)
3. Inspirational motivation (IM)
4. Idealized influence (II)

A sixteen item measure has been reduced into a six item five point form, designed by Noe and Wilk during 1993 has been used to measure trainee manager's motivation of leadership motivation. An 18 item 5 points from reduced to a 6 item format developed by Scarpello and Vandenbarg during 1987 was used to measure satisfaction with managers. An expert training consultancy had conducted a training intervention, wherein a training design was adopted to bring about training in transformation. The training was split into four modules and important to the trainees at an interval of one week. The results of the study indicated that there had been a consistent and positive impact of transformational leadership training on the
employees who had undergone training with trained supervisions. This has brought about positive effects in attitudinal outcomes. The study has also pointed out there has been a positive relationship that developed between the pre-training motivation and training effectiveness in the context of leadership. This is indeed an important finding emerging from out the study. It clearly shows that training can bring about a significantly improved transformational leadership behavior, which intern has a positive impact on the satisfaction of the subordinates. The training help to earn various organizational benefits as satisfied subordinates tend to exercise better performances, which ultimately helps to increase organizational effectiveness.

Mohamed-E-Ibrahim (2004) A study entitled “Measuring training effectiveness” was conducted by the author. This study aimed at examining the effectiveness of a training program attended by 94 trainees at two locations of an institute in UAE. The data needed was obtained through secondary data from the records of the institute related to the year 2003. It studied the reaction of the trainees to a training programme, viz., materials and instructors, and measured the extent of skills and knowledge earned by the trainee employees through the program, considered it as primary measures for effectiveness. The method adopted by the researchers in order to judge and ascertain the reliability of the data and the statistical importance of the measures of effectiveness were Alpha analysis and t-tests. The method of Regression analysis helped them to ascertain importance of perceived training usefulness and the endeavors of the trainee in acquiring these skills and knowledge. The results obtained reveals that the training has been largely instrumental in significantly increasing the knowledge of the trainee employees. The perceived training usefulness as well as the efforts put forth by the trainees to acquire the required skills and knowledge was important variables in explaining the effectiveness after controlling for the effects of variables relating to demographic factors, as established by the study.

Antonio, Isbel Barba, Aragon and Raquel (2003) conducted a study on “Effects of Training on Business Results” which experimentally focused on the impact of training on performance i.e., on effectiveness and profitability. Questionnaire were sent to 6000 Small and medium-sized enterprises (SMEs) in selected countries of the European Union- United Kingdom, Netherlands, Finland, Portugal and Spain. The respondent rate was only 9%556 questionnaires was received back out of which 457
was valid. Companies which falling under manpower strength 10 to 250 was excluded.

This study pointed out that there always exists some sort of association between training and business results, though all the training variables need not be related. Among the methods applied, on the job training and training done inside the company with in-house trainers can be highlighted since they are directly linked to most effectiveness and profitability measurement. Regarding effectiveness, on-the-job training done by in-house trainers is the method which has positive influence impact on results. This positive effect on the indicators of HR, quality and productivity of the company can be due to the fact this kind of training present less transference problems. It is also found there is a significant relationship exists between training and performance.

A study dealing with “Critical role of Human Resources Development with reference to training in the era of Globalization” was conducted by Badiuddin, and Syed H.M during the year (2013). This case study of Andhra Pradesh Transmission Corporation was carried out involving 125 employees, to study and analyzing the effectiveness of training programs currently in practice in Andhra Pradesh Transmission Corporation, at its Hyderabad division. The study intended to collect opinions and suggestions of the trainees as to what they felt about the content of the training, trainers and training facilities, and to identify the extent of participation of employees and their alertness during the training period, and to assess the improvement in the level of their skills and knowledge after the training program. The study revealed that around 60% of the employees could feel an overall transformation in their personality with respect to, the technical aspects, skills of communication. Computer knowledge, managing skills, etc., About 17% of the employees were of the opinion that the training had enabled them to learn skills to perform their jobs in a procedural manner. Overall 16% respondents had a feeling that training had enhanced their technical know-how, 5% belied that they were able to develop other aspects which included performance and discipline etc., 42% of respondents were satisfied for inclusion of general and technical modules in the methods of training. 30% were drawn towards refresher trainees had expressed that there is a need to include computer awareness methodology in the training programme. The rest of the respondents were happy
about introduction of the training programme. Thus, the majority of respondents had acquired their technical skills by way of training.

2.7 Research Gap.

In this review of literature researcher intention was to review about the training and development practices in print and electronic media. The researcher tried his level best to explore all the available resources to access, if any research article or data is available in the area of training and development practices in Print and Electronic Media, the researcher could find very few literature reviews of them. However, some research is available in various industries which the researcher has reviewed. After reviewing the above literature from various industries the researcher felt some of the gaps which could be certainly implemented in the present research. The research gaps are taken into consideration and converted into objectives for this research work. The focus of this research work is:

1. Examining various parameters such as Training methods, effectiveness of trainer, training materials, training aids, facilities, examining how far the transfer of training makes transform the employees and analyzing the effect of training on the work progress.

2.8 Conclusion

With the help of various reviews on training and development, the present study has been designed to undertake the research subject on “Training and development practices in Print and Electronic Media.” Through this literature review, the researcher could identify few research gaps and those gaps have also been implemented in the present research. The researcher has also explored and understood the frame work of the study, interview schedule, questionnaire construction, research design, sampling technique, data analysis through various research works, under taken by few human resource professionals. To fill the Research gap, a detailed analysis had to be undertaken and the same were done following the research procedure. The procedure followed has been presented in Research methods and material chapter.