1.1 Training

Training is a process to gain knowledge with constant improvement in abilities, capabilities, skills and behavior of an employee in organization.

It helps in achieving certain goals and ones objective also. It is a process of learning new aspects for continuous development or improvement in present performance. When orientation is done, training comes into process to learn in desired direction of company to achieve company’s goal as well as enhancing ones capabilities and capacity.\(^1\)

Training helps employees to grow and acquire maturity of thoughts and actions. Employees become efficient after undergoing training program. When technology combine with proper knowledge, material and skills then organizational effectiveness is achieved with the help of training program. Training program is conducted to train company employees for a specific purpose to achieve certain goals. Organizations conduct training program to enhance employee capabilities and learning to improve employee job performance.\(^2\)

Venkatachalam says “Training is a way for continuous development through updating skills and knowledge to maintain organizational effectiveness”

According to Hesseling “To attain certain objectives, a sequence of opportunities designed to achieve certain modification in behavior is known as training”

Lynton and Pareek says “Training is acquiring of knowledge and skills with well managed activities and opportunities”
According to Hamblin “Any activity which attempts to improve knowledge and skills related to personal development is training”.

Randall S. Schuler says “By increasing one’s ability, knowledge, skills or learning, an attempt is made for future improvement in performance is called training”.

Training programs are conducted after the need of training gets generated in cement companies. If employees lack in certain areas, company organize training programs for employees to improve skills and knowledge. Resources such as man, money, material and time contribute in achieving new ideas and discoveries with the help of training programs. It is a process which never ends and keeps on going till the individual have the capacity to learn new things and discover new ideas. Training consists of System, People, Technology and Time.

Inputs of training program are system, time, people and technology. All four inputs constitute training program in an organization. Training is essential for cement companies as trained employees tend to stay with the company.

Training is an essential program for every company, therefore cement companies have training cells which specifically focus on training needs and training program. Ultratech cement, Shree cement, Lafarge cement and Wonder cement, ACC cement are the top players of cement sector and they emphasize on training programs in their companies.
1.2 Training Program – An Overview

Training is a process for continuous improvements. If training is conducted properly, it would certainly be the most profitable and successful programs in an organisation. These are the general steps which cement companies follow to train their employees. Cement companies conduct training sessions for employees for expertise in skills in their respective areas. Training program has five steps to follow:

- Analyze
- Design
- Develop Materials
- Implementation
- Evaluation

a) Analyze

Analyze is to identify the gap between the desired and the actual performance of employees. A gap analysis is done to analyze the requirement of training in an organization. This is known as training need assessment. Training need assessment is very essential before training program as it provides weak areas of employees. It gives a matrix of every employee and provides direction to improve and work on weak areas of company employees.

b) Design

This phase include design of training program as per the need of employees and organisation for improvement in skills and learning. Objectives of training program are set and blue print of training program is prepared in this phase. Objectives of companies are tied with objectives of
employees and final script is prepared. Proper and predefined goals are set for training program so that it could yield improved results.

c) Develop Materials

Case study materials, past records, employee details, visuals, videos are collected for the further phase of training program. The data is arranged in proper manner and differentiation of data which is useful for trainee and trainers are managed properly. Previous feedback forms may help for further changes in the material and every time the material is better than the previous sessions. Interactive quizzes and games help to make trainee and trainer both interactive in class.

d) Implementation

Implementation means conducting training program with proper material and expert guidance. Training will take place practically with preplanned design and material. Interaction with management goals and objectives, room arrangement, necessary facilities, class room rules and regulations, personal objectives and feedback forms should be taken into consideration before conducting training program.\(^5\)

e) Evaluation

Evaluation is done in cement industries with its two parts. One part includes evaluation just after training program and the other part include evaluation subsequently.
A) Evaluation immediately after training program

Evaluation is done to analyze study material, classroom arrangements, trainer subject delivery, employee reaction etc. All the factors which are easily seen just after the program are evaluated in this part. It is done at the training session and just after the training program.

B) Subsequent Evaluation

Evaluation of training program on employee skills and performance is done after some period later. Effect of training program on trainees is examined here in evaluation process. After the evaluation, necessary notes are prepared for further modification.6

1.3 Relevance of Training

Training is essential for any organisation for its future growth and survival in cement industry. It helps an employee in enhancing skills, competencies, capabilities etc. It helps in updating knowledge to sustain in competition era for cement companies. Every cement company has their own training cells as they are aware about the importance of training in an organisation.

Training updates employee knowledge by new ideas and learning and this leads employees to perform better at workplace. Training helps in building confidence of employees which leads enhanced performance of employees at workplace.

It helps to improve employee performance with skill enhancements and technological advancements. All cement companies concentrate on improved employee performance, consistency, employee satisfaction, employee learning, employee retention, increased morale, employee loyalty, motivation, communication skills as well as technological advancements also.7
1.4 Types of Training in Cement Companies

There are seven types of training programs which cement companies conduct to train their employees. Organizations apply a top-down approach for these training sessions. Cement companies conduct training sessions as per the need and type of training required by organizations.

Skill Training

This training is useful to acquire certain skills like selling of products, language speaking, negotiation and influencing customer’s etc. Mostly these training sessions are important in marketing of a product. Skill training is useful for marketing of cement brand also.

Technical Training

Technical training provides technical knowledge about machines, equipments, their parts, and software etc. It is more a practical training where employee expertise in technology or a new technology is introduced in organisation. New technology and new machinery in cement plants need technical training for updating their employees about new machines and equipments.

Quality Training

Quality training is useful in manufacturing plants to improve quality of products and process. It is based on total quality management phenomena. It is very useful where quality of process and products are not up to mark, at this point the need of quality training generates
Managerial Training

Managerial training is managerial trait learning process. A process to acquire knowledge by attending expensive seminars for managerial activities and sessions. Managerial training means acquiring new ideas after a healthy discussion with other managers in training program. This helps mangers to learn new traits and update their learning by managerial activities.

Behavioural Training

Some employees are not aware about company goals and objectives and this attitude and performance reflects in their behaviour also. Therefore, to improve employee’s behavioural knowledge at workplace, trainings sessions are conducted. Training plays an important role in improving employee performance.

Professional Training

These training sessions are conducted to learn professional abilities and to build professional capabilities among employees in an organisation. Companies send their employees outside the company to learn new areas and have professional courses like MBA, MCA, and PG in respective fields to gain professional qualifications. Higher education helps employees to learn and grasp new concepts and ideas.

Team Work Activity

Training sessions are useful for leadership and team bonding skills. Team work helps employees to build team bonding and loyalty towards company too. Team bonding sessions are important to improve superior and subordinates relationships. Organisations having team
work activities have more job satisfaction level among employees as compared to the companies which does not conduct team activities.9

1.5 Training Methods in Cement Companies

A) On the Job Training

This technique provides training program to employees inside the organisation. Employees work in normal work situation at work place with no additional staff associated with it. Trainee can establish relations with their superiors and subordinates and become familiar with staff also. Different methods are used for this technique in cement industries. All these techniques are applied to train employees.

Job Rotation

Job work is rotated among company employees for exposure of different job skills. This method of training is useful for employees who are keen to learn new ideas and concepts. This includes job work starting from first level to end level and employees get opportunity to grasp new learning.

Coaching and Counselling

Coaching means a junior is taught by his senior in an organisation. Junior learns to handle pressure, explore new ideas, and manage critical and complex situations under the guidance of his supervisor. Counselling shows direction to employees to work in an organisation. It is SWOT Analysis of trainee in front of counsellor and counsellor guides and provides a way to trainee to perform better at workplace.
Understudy

An employee is given some responsibilities under his senior. Employee is deputed for a job under his superior. In this case employee learns all the delegations, work pressure and responsibilities of superior under his guidance. It is useful when an employee is leaving his job and that responsibilities will be assigned to other employee.\textsuperscript{10}

Planned Progression

Planned progression is a process for a junior to learn and understand his senior responsibilities simultaneously with his own job. Gradually employee will learn and understand the job and work of his senior on regular basis. Planned progression helps employee to learn and adopt new things step by step.

Job Instruction Technique

Job instruction technique is a useful procedure for training program. Job instruction technique is followed by every cement company and it includes the following steps:

Plan

Plan process is the documentation of the upcoming work. By this a proper planning is done at each level to save time for proper step implementation. It is the first step which includes paper work describing the plan of training program in cement companies.
Present

Trainer guides employees about his duties and liabilities for the job profile. This work is shown to trainees by the trainers in training program. It means presentation given by trainers to employees of cement industry.

Trial

Here practical implications start by the employees as per the guidance of trainees. In this step trainee analyses the difference between theory and practical work.

Follow up

The function is performed by the trainer to keep analysing trainee’s job. Trainer will guide trainees with proper direction and will monitor trainee’s performance.11

B) Off the Job Training

Training which is provided outside the organisation to company employees is known as off the job training. Employees work outside the company with additional staff associated with it. Employees get relaxed atmosphere without any work pressure. Off the job training helps employees to improve morale for self development also. Different methods are used for this technique in cement industries. All these techniques are applied to train employees.

Lectures /Conferences

When some information need to be shared among number of trainees, this method becomes useful. A trainer or lecturer is there to teach trainees of a company. This method of training is not costly. Lectures are useful to share general information among company employees.
Simulation Exercises

Exact mirroring of job arrangements is done outside the organisation to train employees in same working situations is simulation training. It includes vestibule training, management plays, role play etc.

Role Play

Role play training is equivalent to an actor job. Certain role is given to trainees and trainees have to perform that role as per the given instructions. By this trainees would able to handle the situation assigned to them in any condition.

Vestibule Training

This training method is very expensive but provides trainees a full exposure of business world with same and exact conditions of job. Equipments are used to train employees but it is not the real one which they would be using at workplace but exactly same. This method helps employees to learn and use instruments practically without any job pressure.

Cases

It is a depth study of a given case and the trainees have to analyze the case thoroughly. When trainees are given certain cases, motive behind this training is to make trainees aware of any kind of situation and to apply their mind to resolve that case. Many trainees come up with very innovative ideas to handle that case and get an exposure to resolve critical situations.
**Experimental Exercises**

Employees are given a complex situation and they have to sort that in a structured way. These experiments are done with trainees to get experienced with conflicts which are short in nature. Creative exercises make trainees very innovative and intellectual. These exercises are necessary for cement industry employees for further growth and innovation in their subject field.

**Films**

Training can be given by visuals to employees of an organisation. Visuals of any process make them aware about working of any machine or any instrument which they would be using in future. Knowledge expertise becomes easy for trainees with the help of videos. This becomes very useful when the employee is new to an organisation or new to that work. By this trainers allow employees to have an idea about job work and responsibilities.\(^{12}\)

**Management Games**

Employees are divided into more than two groups. It is like a business game. Decisions will made as per the situation is given to them. Trainees are given some sort of situation and they have to perform accordingly. Certain decisions have to be taken by them and finally the decisions and results will be discussed by each team. After this trainees will analyze the best decision from the opinion of all employees out of that complex situation. By this employee get a real feel of management and they learn to behave like a manager in that training. This training boosts and motivates employees of company. This may also increase employee loyalty towards organisation.
**In Basket Exercise**

A basket is prepared with a bundle of papers, in which certain conditions are mentioned. Every employee or trainee will get one paper out of it, trainee will find solution or inform everyone to handle the given situation. The other name of this training is intray method of training. A good and healthy discussion will enhance employees to grasp new ideas and learning. Feedback is given to each trainee about his answers so that trainee can correct himself. A good method of healthy discussion among employees and exchange of ideas between company trainees.\(^\text{13}\)

**1.6 Training Issues**

Like other human resource functions training too have some problems and issues. Training is to train employees of an organisation to learn new ideas, to overcome their weakness but still there exist complexities by which money, labour and time got spoiled if proper or desired goals of training are not achieved. Training can be complex because of improper knowledge of trainer, lack of money, less time or improper surrounding conditions etc. Some problems of training are described as employee interest, improper training format, training cost, return on investment, management support, less time etc.\(^\text{14}\)

**Employee Interest**

Many times employee himself is not interested for training program. In these cases employees are forced to attend training sessions which lead wastage of money and time both. Forced training program to employees results with no gain after training. Wrong training need assessment results in lack of interest of employees towards training programs.
Improper Training

If training need assessment is not done properly, it leads undesired gap between desired performance and current performance. So proper training should be given for proper results and outcome. Improper training leads total wastage of time and money both. Proper training module should be prepared in advance by management for employees.

Training Cost

Many times organisations do not go forward for training programs. Reason behind this is the high cost of training program. Technological training cost high as it includes expensive machinery and equipments. Cement companies generally conduct high budget training courses for technology and innovation.

Return on Investment

Training is an investment done by organisations which further yield positive results associated with company. Management must provide metrics of return on investment that support training expenses. Management need proof in terms of productivity and profitability also.

Management Support

Motivation is very essential in training program and that should be from management side to employees of cement industry. If management supports employees and boost them for training, positive results of training are achieved. Lack of motivation and encouragement from upper level demotivates employees for training.
Less Time

Many times trainees are not provided proper time for training sessions and this leads improper knowledge given by trainers to employees. So enough time should be provided and it should not be in terms of days but according to the need of learning of new concepts by trainees. Training programs should not be hampered by time duration. Trainers should take care of the time duration taken by the employees and as per that, they should structure training programs. Enough time should be given to employees for desired outcomes of training program.15

1.7 Training Program in Cement Industry

Training program in cement industries is conducted frequently to train their employees. In this competition era every organisation wants to lead from other companies and this could happen through training programs. The companies who have training cells generally are ahead from other companies in terms of technology, skills, innovations and creativity. Now a day’s every organisation knows the importance of training, that’s why each company has their own training departments to train employees.

Cement companies have their own training cells as Ultratech cement, Wonder cement and J.K cement. These companies emphasize on training program and keep their employees aware of new innovations and technologies through training.

Every cement company have their own training process and procedures but main steps of training program are

- Objectives
- Deliverable
- Membership/Roles
Objectives

This step specifies the methodology for training program and develops training skills among employees with discharge of their role safely.

Deliverable

Here the guidelines will be specified of all members and committees about who will deliver and what to deliver at training sessions.

Membership/roles

There would be one committee and many sub committees to perform training sessions. One would be the chairman of that committee and there are secretaries to follow the orders given by chairman. Every member is assigned its duty and roles within the limitations and will follow his senior instructions.
Meeting Procedure

1. Every meetings and conferences will be held as per the chairman directions.

2. Every meetings and conferences will be scheduled by the chairman with the help of secretaries also.

3. Frequency of meetings in a month and its time durations will be predefined and will be mailed to each member of committee.

4. Responsibilities of each member will be given separately and if amendments are necessary, that will be done further by the approval of chairman.
1.1 Step by step procedure of Training Program.
Activity Plan

An activity plan is prepared by training committee, reviewed by superiors. Every meeting held will be on working day and informed to all concerned employees of company. Timing of each session is fixed already. Whatever the activity need to be done is informed to each member of committee and its responsibilities related to training program.

Meeting Protocol

Meeting protocol should not be cancelled until the prior permission of chairman confirmation. Any changes if necessary should be informed to every member of committee before time. Every committee member should attend meetings regularly and absence should be informed to superior before time.

Reporting Relationship

Every member is previously informed about his reporting superior. If any changes need to be made, all the members should be informed instead of only chairman of the committee. Each member should be clear about his superiors and subordinates for proper communication channel in companies.

Resources/Support

All the resources are to be provided by management to training committee before training sessions. Training support material, equipments and facilities are handed over to training committee before time. Proper documentation is send to management by training committee related to training program.
Communication

Proper communication need to be followed by each committee members. Every communication should be in written which are considered for further clarification of issues. One can communicate training related issues through e-mail. Lack of communication gap may cause problems among members of committee in training sessions.

Confidentiality

Any data which is very confidential should not be disclosed with other employees. Confidentiality is required for sensitive issues. Data should not be forwarded anywhere without the prior permission of management.\textsuperscript{16}
1.8 Criteria for Master Trainer Assessment

Every company has its predefined criteria for selection of proper trainers. There is an assessment scale based on likert to make sure about trainers selection. Following traits are needed for a good trainer as subject knowledge, communication skills, subject delivery, personality, body language, technical awareness, role clarity, interaction with trainees, problem solving ability, confidence etc. The assessment form of trainer also includes personal details of the trainer.

1.9 Criteria for Trainee Assessment

Every company has its predefined criteria for selection of proper trainees. There is an assessment scale based on likert for trainee basic need for training like performance, communication skills, leadership, and commitment towards organization, team work, confidence, change adaptation, mutual trust, loyalty towards organization, role clarity, technical awareness, learning, personality, motivation etc.

The assessment form of trainees also includes personal details of the trainees. It is a process to know the weak areas or skills of trainees and these skills and knowledge can be improved by training programs. Training need assessment is very important to find weak areas of employees of a company.
1.10 Employee skills

Ability to perform a task with predefined goal within given time is known as skills. Certain abilities possessed by someone to perform a particular job are skills. Employee Skills are significant to create skilled and knowledgeable workforce in an industry.

Employee skills need to be updated timely as in the competition era need of skill got changed abruptly with time. Updation of skills improves quality of work, awareness related to technology and software etc. Some examples of employee skills are technical awareness, role clarity, team work, confidence, motivation, loyalty, commitment etc.\textsuperscript{18}

Technical awareness

Awareness of existing technology and further enhancement of technology with innovation and new ideas known as technical awareness. Presently cement companies have big capacity plants, big machinery, modernised and automatic cement manufacturing plants which certainly need smart employees to lead from competitors. Awareness regarding technology and machinery help companies to move ahead from other companies.\textsuperscript{19}

Role clarity

Understanding of responsibilities and accountabilities of job is known as role clarity. Role clarity is being clear about role, duties and liabilities and these results in improved performance, learning, as well as knowledge. Role clarity is a skill which could further improved through training program. Training program help employees to perform responsibilities in desired way and ultimately employees become clear about their role and duties to perform at work place.\textsuperscript{20}
Confidence

State of being certain over a course of action is known as confidence. Self confidence is to have confidence over certain course in oneself. It is the surety to perform a task or deed by own or by others. Confidence is a skill which can be enhanced with the help of training program. Training assist employees to work better and acquire knowledge in subject area which further increase in confidence level among employees.21

Team work

Process of working with a group of employees to achieve predefined goals and objectives is known as team work. Team work enhances team bonding which improve work environment at workplace. It is an important part of job when certain objectives need to be achieved. Working collaboratively with a group using individual skills and abilities to perform their best in any situation enhances bonding among employees of company.22

Communication skills

Skills which is used to convey information to another person is known as communication skills. To communicate with someone effectively and efficiently is communication skills. Communication can be verbal, hand written, by gestures etc. between employees. Communication is a process of exchange of ideas or knowledge and training plays a vital role for creating effective communication between employees of companies.

Better communication yields better results. Training narrow down communication gap among employees and this result in desired work flow of employees in companies.23
Loyalty

Loyalty means faithfulness or devotion or affection towards someone or a company. It means being honest and clear towards a company or a person. Loyalty towards company means loyal to that company. Loyalty includes ethics and morality while working for a company. Company mission, vision will be taken into consideration with individual goals and honesty on prime position while working in an organisation.24

Organisational commitment

Commitment means fulfilment of responsibilities and duties in an organisation. Organisational commitment predicts variables like responsibilities, liabilities, learning and duties. Training helps employees towards organisational commitment as companies conduct training program to impart training for improvement of skills among employees. This makes employees committed towards organisation also.25

Learning

Ability to acquire or to update knowledge, values and behaviours is known as learning. Training program is conducted to learn and understand new concepts and ideas in an organisation. Learning is an ongoing process and produce permanent changes in human behaviour. It helps employees to find new areas and to understand new aspects of study.26

Motivation

The ability to do desired things is known as motivation. Motivation guides and directs to step further to achieve desired goals. Training program helps employees to work and think in
different and desired way and it directly motivates employees to work in desired direction. Employees get new ideas and dimensions of study and get motivated to do effectively.27

**Mutual trust**

Mutual trust is termed as mutual bonding. This bonding can be enhanced when two or more employees work together to achieve certain goal. When trust exists between two or more people to handle a complex situation is known as mutual trust. Both party trust each other and training program helps employees to work together and learn new ideas and this builds trust between parties.28

**1.11 Training Effectiveness**

Effectiveness of training program includes impact of training on employee performance, proper evaluation of training program, skill enhancements and learning. It has been observed that training effectiveness can be judged by employee enhanced skills and employee performance. Training program is effective if it produces value to the company and achieves desired results. Gap between desired and actual outcomes of training program should be minimised to attain effectiveness of training program.
1.12 Evaluation of Training Programs

Evaluation is done to determine the effectiveness of training programs in cement industries. If evaluation is not done timely, management never came to know about the reasons of undesired outcomes of training programs.

An important quality of a professional is to have the desire for best service and willingness to look periodically the improvement after training. Evaluation is a process by which one can observe what management and employees are doing to improve training programs.

**Evaluation of training program is useful as:**

- Learners need and objectives are met with the training program.
- Knowledge, learning as well as skills imparted to trainees.
- Change in trainee’s performance after training met desired results.
- Benefits yield by the company.
- Increase of morale among trainees.
- Trainees able to monitor their own skills and learning.  

There are steps of evaluation of training programs.

Evaluation is done by four levels and each step has its own significance. It includes four steps which are reaction, learning, behaviour and result.

1. **Reaction**

This step generally measures the exact feel of training by the trainees. It is meant for trainee’s reaction about the training program. Response of employees after training session is needed
for this step. Overall a good training program is welcomed by all trainees and it results in positive reaction of trainees. This reaction is noted of employees after training program.

2. Learning

This step is related to learning of trainees. Training program helps in learning new concepts and ideas which enhance skills and knowledge of employees. It focuses on employee personal learning which is useful in job performance.

3. Behaviour

This step observes the change in employee behaviour after training sessions. It finds out the change in each trainee performance or affect of training sessions on employees performance. Learning step only includes theoretical gain of knowledge but this step finds behavioural change of employees in an organisation. It means the new learning imbibed by the employee in his behaviour.

4. Results

After the knowledge enhancement in skills and employee behaviour, trainee is judged by his skill and knowledge expertise at workplace. This step evaluates final and required output for which training program was planned. Overall it helps to analyze and improve training sessions in an organisation.
1.13 E-Training

E-training means training provided to employees with the help of internet. Online training helps employees to learn through websites, search engines and web portals etc. Training can be given through video conferencing to senior or managerial level employees as it’s not easy for them to attend training sessions remotely every time. E-training is now a day’s available for every employee regarding training programs conducted by the company. Employees can apply for that program with prior permission of their superiors.31

E-training has its own significance as

- Readily available for employees of companies.
- Resources and material are needed once and effectively used by employees every time.
- Cost effective as meeting again and again is a long and time consuming process.
- Employees can learn at their workstation in organisation.
- Time given by employees for training program is flexible as per the discussions with superiors.
- At present companies have their own recorded training sessions and employee can go through several times.

E-training has its limitations also

- Trainees may feel isolated as many times training sessions are given to employees individually.
- I.T team support is needed every time in video conferencing or live training sessions.
- Everyone is not comfortable with internet so it is not easy for every employee to learn by E-Training.
At times network connection failed in between training programs, so I.T team supervision is needed all time.

Overall E-Training has its benefits as well as limitations both but surely it is an easy way to train employees of a company remotely. It is beneficial for company if training program is conducted with video conferencing. This saves time and money of companies and employees can attend training programs without travelling.
1.14 Impact of Training on Employee Performance

Training is a process of acquiring skills and knowledge and it affects the learning and efficiency of employees. Learning helps trainees to improve in terms of motivation, knowledge, technological advancements as well as it affects the performance and effectiveness of employees too. Training gushes the ability to raise the trainees from current level to higher level. Competencies got improved through training programs, and it improves overall performance of employees.

Training enables employees to do job well and with effective manner. If proper training and evaluation is done, it will have positive impact on employee’s performance and efficiency. If training is given in right direction where trainee lacks in certain skills, it would certainly a good help to enhance capabilities and knowledge of cement industry employees.

If training is properly imparted, it will improve employee’s performance in an industry. Performance of the employee in an organisation is judged by communication skills, motivation, personality, learning, technical awareness, role clarity, loyalty towards organization, mutual trust, change adaptation, confidence, team work, commitment, leadership etc.

Performance can be evaluated in terms of employee’s skill enhancement, loyalty towards company, motivation level etc. If gap analysis or training need assessment is done effectively, it would certainly give positive impact on employee’s performance.

Performance of the employees results in overall company’s performance and productivity too. Productivity will have an impact on profitability of cement companies also. Therefore, training does not only affects the performance but also affects the productivity. Improved performance
will result in reduction of employee turnover and retention of employees. Training sessions builds confidence among employees and this confidence reflects in their performance too.

Effective training programs increases the loyalty towards organisation among trainees. One can achieve higher results through training if training program is properly conducted in an organisation.

A proper training program will certainly give positive impact on trainee’s performance. This enhanced performance will help them in appraisal process and one can achieve his desired goals with the help of training programs.\textsuperscript{33}