

IMPACT OF TRAINING PROGRAMME ON CAREER DEVELOPMENT AND EMPLOYEE PERFORMANCE

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ABSTRACT

This empirical analysis examines the influence of training programs on career development and employee performance in the context of organizational settings. The study aims to assess the effectiveness of training initiatives in facilitating employee growth and enhancing their overall performance within the organization. The research utilizes a mixed-methods approach, combining quantitative surveys and qualitative interviews to gather comprehensive data from a diverse sample of employees across various industries. The quantitative survey measures the perceived effectiveness of training programs on career development and employee performance, while the qualitative interviews provide deeper insights into the experiences and perspectives of employees who have participated in these programs. The findings indicate a positive correlation between training programs and career development, with employees reporting increased skills, knowledge, and confidence in their respective roles. Moreover, the research reveals that training initiatives contribute to improved employee performance, manifested through enhanced productivity, job satisfaction, and organizational commitment. The study also highlights the importance of continuous learning and development opportunities in fostering employee engagement and retention. The implications of the study suggest that organizations should prioritize the design and implementation of effective training programs to support career growth and enhance employee performance. By investing in targeted training initiatives, organizations can provide employees with the necessary tools and resources to succeed, leading to increased productivity and organizational success. However, the study acknowledges certain limitations, including the potential for self-reporting bias and the reliance on a specific sample. Overall, this empirical analysis underscores the significance of training programs in shaping employee career paths and fostering their professional growth, ultimately resulting in improved performance and organizational success.

Keywords: Training and Development, Performance, Manufacturing units, Career Development Programmes

1. Introduction

Employers employ the strategic process of talent acquisition to assess their long-term human resource needs in alignment with their corporate objectives. This process involves the hiring,

screening, and on boarding of individuals, leveraging the most effective talent sources identified and developed by the organization. Talent acquisition is typically a result of close collaboration between the HR division, talent acquisition specialists, and senior executives, recognizing it as a strategic approach within the early stages of talent management. Talent management encompasses the entire process of acquiring, deploying, training, assessing, and rewarding employees within an organization. However, the recruitment process and onboarding are considered the primary focuses of talent acquisition. Emphasizing talent acquisition is vital as it plays a crucial role in the successful implementation of an organization's business plan, ensuring the identification and recruitment of the most suitable individuals.

Recruitment serves as the primary element of talent acquisition, and in some cases, these terms are used interchangeably by companies and service providers. However, despite their shared objective of filling open positions, there are significant distinctions between talent acquisition and recruitment. The key differentiation lies in their respective focuses on the present and the future. Recruitment primarily aims to swiftly fill immediate job vacancies, while talent acquisition takes a more future-oriented approach, considering the long-term goals of the organization and seeking individuals who best align with those objectives. To gain a comprehensive understanding, talent acquisition teams analyze not only the current skills of potential candidates but also their potential for future growth and how they fit into the company's culture. These nuanced variations stem from fundamental differences. Talent acquisition teams must possess a deep understanding of diverse roles and business sectors, as well as the specific qualifications required for success in each area (recruiting). This process typically demands more extensive effort and planning compared to recruitment. By leveraging metrics and data analytics, talent acquisition enhances the recruitment process and facilitates better hiring decisions.

Talent acquisition invests considerable time in identifying optimal talent sources for specific roles and initiatives, as well as cultivating relationships with individuals in each target area. In contrast, recruitment tends to rely more on general hiring tools and allocates less time to candidate relationship management. Recruitment is typically reactive and follows a linear path, while talent acquisition operates in a cyclical and strategic manner. The primary focus of recruitment is to address immediate staffing needs, whereas talent acquisition concentrates on establishing a talent pipeline to meet future requirements. The hiring process encompasses seven distinct phases, commencing with crafting the job description and concluding with the on boarding of new hires.

During the development of a talent acquisition plan, talent acquisition strategy specifies steps that provide the hiring process a strategic perspective. The acts listed below are common ones; assessing organisational strategies. The company strategy, goals, and departmental strategies may all be used to identify ongoing talent and skill needs. The creation of new company areas, mergers, and foreign expansion are significant factors; obtaining insights. Departmental managers, HR, and senior executives are the finest sources for experience and insight into business operations. They'll also look forward to contributing ideas to the strategy; creating a brand for the employer. Effective ways to evaluate the brand include doing a public opinion

poll and checking out websites like Glass door. Therefore, the brand image should represent and be in accordance with organisational objectives.

Strategies for acquiring talent, as examples. Various strategies are available for organizations to select from. Here are three that are frequently used: Recruitment marketing is a branch of marketing that emphasizes building the brand, attracting leads, including passive prospects who aren't actively looking, and positioning the company as an attractive place to work. Employees engage in the marketing effort via social media, video testimonials, and recommendations. Recruiting source, Tactics for recruitment via social media. , Guidelines and best practices for talent acquisition, Build a powerful brand, Increase the company's reach, rely on data analytics etc. are the various strategies for talent acquisition.

To develop a trained and capable workforce, any organisations must invest heavily in the talent acquisition process. Studying talent acquisition has become more and more necessary in today's fiercely competitive and quickly changing business environment. The main justifications for why it is important to examine talent acquisition will be outlined in this paragraph. In order to ensure that organisations have the right people in the right places, talent acquisition is crucial. Organisations can learn more about successful recruitment tactics, selection procedures, and talent management techniques by researching talent acquisition. With this information, employers can more easily find qualified applicants who also meet the organization's culture and characteristics.

Additionally, researching talent acquisition helps businesses keep one step ahead of rivals. Organisations must have a thorough understanding of talent acquisition methods to successfully find and secure top talent in a global market where there is a severe lack of people and a high demand for specialized talents additionally, the success and performance of an organisations are intimately related to talent acquisition. Employing the proper people has a favorable impact on overall business performance, innovation, and productivity. On the other hand, ineffective talent acquisition can result in high turnover rates, low morale, and diminished organizational effectiveness. Organisations can find areas for improvement, streamline their hiring procedures, and reach conclusions that are in line with their strategic objectives by examining talent acquisition.

Organisations must modify their talent acquisition methods to reflect the increasingly diverse, multigenerational, and digitally oriented workforce. Organisations may customize their recruitment strategies to attract and retain top talent by having a thorough understanding of emerging trends like remote work, flexible schedules, and work- life balance. In conclusion, researching talent acquisition is essential for businesses looking to create and preserve a competitive edge in the current economic climate Organisations can attract top applicants, keep one step ahead of rivals, foster organizational success, and adjust to changing workforce dynamics by obtaining information and insights into efficient recruiting tactics, selection procedures, and talent management practices.

2. Objectives of the study

- To know the overview of the DCS & Staffing Private Limited, Hyderabad.

- To study the training programmes effectiveness at DCS & Staffing Private Limited, Hyderabad.
- To analyze and interpret the career development and performance of the employees
- To assess the factors of training programme influencing performance and career development

3. Review of Literature

Karim et al. (2019) emphasize the prominence of making training programs mandatory for all personnel in order to enhance performance. Continuous education and growth are necessary considering factors like competitiveness, market changing aspects, satisfaction of consumer, and net score. In today's business environment characterized by technological advancements, globalization, and changing customer needs, organizations face numerous challenges. To overcome these challenges and achieve targeted profits, industries recognize the significance of proper employee training and development. Workers are considered a valued asset as they can either build or damage a company's standing and significantly impact productivity (Elnaga & Imran, 2013).

Training and development are vital for organizations to meet their objectives, as supported by various studies. Abbas Q. & Yaqoob (2009) found that the programs provided by the company as a part of training insights do have a significant influence on the personnel's performance in a positive way. Activities pertaining to HRM, including education, are perceived as valuable by employees (Mahbuba, 2013). Iftikhar and Sirajud (2009) stated that training and development play a crucial role in enhancing employee performance and are essential for organizations to achieve strategic goals and effectiveness. Other researchers, such as Miller and Osinski (2002) and Rajasekar and Khan (2013), have also emphasized the importance of employee training and development in different industrial contexts.

Manpower development methods, including understudy, job rotation, self-development, and self-assessment, have been identified by Adeniyi (1995). At the same time, Aswathappa (2000) suggests for the effective training programmes, it should move beyond techniques and traditional roles. Development, according to McKenna and Beech (2002), focus on updating the skills of workers in line with the accordance of taking up new-fangled tasks and experiments. Employee Training and Development, as described by Noe (2010), explores the fundamentals of training and development, such as the assessment of needs, training drifts, designing competitive learning environment, approaches, and appraisal. It comprehends teaching, edification, development of employee career, as well as knowledge exchange and practise.

Koppala Venugopal et al. (2021) explored the satisfaction levels of employees pertaining to manufacturing industries and concluded that the job satisfaction with respect to the effectiveness of the work and thereby the performance of an individual is considerably depended on the training facilities provided by the management and specified that the training sessions on the technology is found to be more pivotal.

Gashaw Tibebe et al. (2018) specified that the employees that are highly efficient will be considered as the branded employees and at the stand point of that organisation, they are

recognised as the internal branding. The route for this could be the proper training needs served to the employees especially in services sectors.

Ooha, K. and Koppala Venugopal (2020) concluded that the employee being trained well will have all the possibilities of exploring the knowledge and skills and there by the organisation provides all kinds of the benefits at par with the productivity contributed by an individual employee. At the same time, the employees being trained have all the possibilities of coming up with a lot of innovative thoughts which are highly useful to the organisation.

UdayBhaskar, H. et al. (2014) stated that the knowledge gained by the employee being nurtured at the workplace will be further converted into talent which would be beneficial to the organisation. The knowledge transfer will be easy and continuous if the training programs are effective since the duplication of the same is contagious in the departments which may lead to intra training programs development further.

In a study led by SumaiyaShafiq et al. (2017) in a private company in Malaysia, the researchers examined employee performance influenced by T& D. They emphasized that personnel are a crucial asset for an organization's success, and investing in their learning and development is essential for enhancing employee outcome. The study explored the distinguished methods of training being provided by the companies that lead to enrich the job and show the positive slope on the rotation of the job, productive outcomes and the difference of off and on the job training.

According to PhilipinaAmpomah's study conducted in 2016, employees at Pentecost University College were motivated by training and development initiatives. The organization had a conventional policy of investing in the T&D programmes of its employees. Researchexposed the implementation of training programs and opportunities for employee development resulted in higher performance levels within the institution.

Overall, research underscores the importance of training and development in enhancing employee performance, achieving organizational goals, and responding to the evolving business landscape. By investing in the growth and skills enhancement of their workforce, organizations can improve their competitiveness and adaptability in a rapidly changing environment.

The selection of predictors through surfing the literature was extensively carried out by the researchers and the elements taken into consideration are as follows

- Attendance to any training programme
- Frequency of the programmes
- Target trainees in the company
- The trainer credibility
- Differentiation of Behavioral and technical training
- Improvements in interpersonal and managerial skills
- Influences of participation
- Trainers qualification and experience
- Trainers' attention on trainees

- Assessment through communication skills, clarity of expression, use of audio visual aids, content, commitment
- Progressive impact on career advancement
- Career development program transition to good performance
- Employee performance in consideration with career development
- Sufficient opportunities for career development program
- Changing the performance at work place
- Performance management system defined in the organization
- The bell curve or normal distribution and performance appraisal cycle
- The employee development activity after training and development
- The performance evaluation in without any bias or disparity

4. Methodology of the Study

For the goal of the study, this research project employed a descriptive design, and a survey technique was used to scan a broad range of topics and demographics. Researchers employed a cross-sectional survey with multi-stage sampling to examine the influencing retail environmental factors. In conducting this study, both qualitative and quantitative methods were used. Primary data sources were used to create the data required for this study utilising first-hand information via survey questionnaires, interviews, and focus group discussions. To achieve the goal, secondary data sources including various literatures, journals, books, papers, and manuals were also used. The convenience sampling of the non-probability sampling approach was utilised for the investigation. According to the goals and the type of data, the obtained data was processed and analysed using the proper methodologies. The required data encoding and analysis were done once the data was collected. Social sciences statistical software (SPSS) version 24 was used for the entry and analysis of the quantitative data. Statistical methods that are both parametric and non-parametric were used to analyse quantitative data. The calculated data were analysed using specific Factor Analysis and Multiple Regression Analysis (MRA) methodologies.

5. Data Analysis and Interpretation

5.1. Factor Analysis:

Table 5.1.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.737
Bartlett's Test of Sphericity	Approx. Chi-Square	542.657
	Df	171
	Sig.	.000

As shown in table 5.1.1., the value of KMO Measure indicates the variance proportion in the variables triggered by underlying factors is 0.737 which is good enough to undergo factor analysis with the data. Significant level of 0.000 signs sound to get along with factor analysis which may be useful with the data.

Table 5.1.2: Communalities

Predictors of training programme	Initial	Extraction
Haveyouattendedanytrainingprogramme?	1.000	.636
Howoftenthetrainingbeingconductedinyourcompany?	1.000	.844
Accordingtoyou,trainingshouldbegivento?	1.000	.602
Thepresenttrainerhavemetyourjobandpersonalrequirements?	1.000	.524
What combination of Behavioral and technical training should be provided to the employees?	1.000	.662
TheTrainingprogramhashelpedyouimprovetheinterpersonalandmanagerialskills?	1.000	.704
Whatarethefactorsinfluencingyoutoparticipateintrainingprogramme?	1.000	.674
AretheTrainersarequalifiedandexperienced?	1.000	.722
Thetrainersaregivingpersonalattentiontoeachtrainee?	1.000	.826
Howdoyouassessthefacultyoncommunicationskills,clarityofexpression,useofaudiovisualaids, content,commitment?	1.000	.679
Thereisaprogressiveimpactonperformanceappraisalto meet career advancement?	1.000	.542
Careerdevelopmentprogrampositivelyencouragegoodperformance?	1.000	.753
Employeeperformanceisconsideredwhiledesigningcareerdevelopment?	1.000	.839
Sufficientopportunitiesarebeingprovidedtoparticipateincareerdevelopmentprogram?	1.000	.753
Basedontheevaluationguidelinesyoumaychangingtheperformanceatworkplace?	1.000	.758
Performancemanagementsystemisclearlydefinedintheorganization?	1.000	.804
Thebellcurveornormaldistributionistobconsideredwhileperformanceappraisalcycle?	1.000	.815
Theemployee developmentactivityseenandtrackedtheperformanceaftertraininganddevelopment?	1.000	.863
Theperformanceevaluationinyourdepartmentisdonewithoutanybiasordisparity?	1.000	.845

ExtractionMethod:PrincipalComponentAnalysis.

As can be seen in table 5.1.2, the communalities specified as the variance estimates in all variables accounted for by the components. It can be understood that the communalities are moderately high and thereby shows extracted components representing variables to the considerable extent. Communalities of “The present trainer have met your job and personal requirements?” and “There is a progressive impact on performance appraisal to meet career advancement?” are showing low weightages which are advised to be extracted from the list.

Table 5.1.3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.158	37.674	37.674	7.158	37.674	37.674	6.357	33.459	33.459
2	3.446	18.136	55.810	3.446	18.136	55.810	4.060	21.366	54.826
3	2.037	10.722	66.531	2.037	10.722	66.531	2.091	11.008	65.834
4	1.204	6.338	72.869	1.204	6.338	72.869	1.337	7.035	72.869
5	.828	4.355	77.224						
6	.760	4.002	81.226						
7	.651	3.424	84.650						
8	.546	2.875	87.525						
9	.527	2.774	90.299						
10	.454	2.391	92.691						
11	.368	1.934	94.625						
12	.254	1.336	95.961						
13	.217	1.141	97.102						
14	.162	.851	97.953						
15	.129	.680	98.633						
16	.121	.637	99.270						
17	.075	.394	99.664						
18	.033	.173	99.838						
19	.031	.162	100.000						

Extraction Method: Principal Component Analysis.

This is clearly understood through table 1.5.3 that the requested extracted initial eigenvalues greater than 1 has resulted into eight first components extending 72.869 percent of cumulative initial eigenvalues. Among the 19 listed variables, four components show the variability of 73% approximately. So, the complexity of the dataset can be reduced through these eight components with almost 27% of lost information.

Table 5.1.4: RotatedComponentMatrix^a

	Component			
	1	2	3	4
Haveyouattendedanytrainingprogramme?		.70		
Howoftenthetrainingbeingconductedinyourcompany?		.9		.90
Accordingtoyou,trainingshouldbegivento?			.64	
Thepresenttrainerhavemetyourjobandpersonalrequirements?		.67		
		2		

What combination of behavioral and technical training should be provided to the employees?			.799
The Training program has helped you improve the interpersonal and managerial skills?		.730	
What are the factors influencing you to participate in training programme?		.795	
Are the Trainers are qualified and experienced?	.598	.827	
The trainers are giving personal attention to each trainee?		.878	
How do you assess the faculty on communications skills, clarity of expression, use of audio visual aids, content, commitment?		.808	
There is a progressive impact on performance appraisal to meet career advancement?			
Career development program positively encourage good performance?	.854		
Employee performance is considered while designing career development?	.909		
Sufficient opportunities are being provided to participate in career development program?	.819		
Based on the evaluation guidelines you may changing the performance at workplace?	.838		
Performance management system is clearly defined in the organization?	.890		
The bell curve or normal distribution is to be considered while performance appraisal cycle?	.874		
The employee development activity seen and tracked the performance after training and development?	.850		
The performance evaluation in your department is done without any bias or disparity?	.759		

Extraction Method: Principal Component
Analysis. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations.

As shown in table 5.1.4 that there are four component explained through Principal Component Analysis.

The first component consists of the following elements

- There is a progressive impact on performance appraisal to meet career advancement
- Career development program positively encourage good performance
- Employee performance is considered while designing career development
- Sufficient opportunities are being provided to participate in career development program
- Based on the evaluation guidelines you may changing the performance at work place

- Performance management system is clearly defined in the organization
- The bell curve or normal distribution is to be considered while performance appraisal cycle
- The employee development activity seen and tracked the performance after training and development
- The performance evaluation in your department is done without any bias or disparity

The second component is occupied with - Have you attended any training programme; The present trainer have met your job and personal requirements; The Training program has helped you improve the interpersonal and managerial skills; Are the Trainers are qualified and experienced; The trainers are giving personal attention to each trainee; And How do you assess the faculty on communication skills, clarity of expression, use of audio visual aids, content, commitment.

The third component is correlated with According to you, training should be given to, What combination of behavioural and technical training should be provided to the employees, and What are the factors influencing you to participate in training programme?;

The fourth and last component consists of How often the training being conducted in your company

The least explained by “There is a progressive impact on performance appraisal to meet career advancement?” with 0.598 which can be extracted through this analysis for further.

5.2. Multiple Regression Analysis

Table 5.2.1: Model Summary

Model	R	R Square	AdjustedR Square	Std.ErroroftheEstimate
1	.958 ^a	.918	.889	.39241

a. Predictors: (Constant), The performance evaluation in your department is done without any bias or disparity, The Training program has helped you improve the interpersonal and managerial skills? , There is a progressive impact on performance appraisal to meet career advancement ? , Career development program positively encourage good performance?, Performance management system is clearly defined in the organization?, Sufficient opportunities are being provided to participate in career development program?, Based on the evaluation guidelines you may changing the performance at work place?, The bell curve or normal distribution is to be considered while performance appraisal cycle?, The employee development activity seen and tracked the performance after training and development? , Employee performance is considered while designing career development?

It is evident that the R square value of 0.918 percent which indicates that the contribution of all items with 91.8% is excellent with respect to the impact evaluating for the increase of the employee performance out of career development programme. And the least percentage of 8.2 is generally meant for the variables unknown.

Table 5.2.2: ANOVA^b

Model	SumofSquares	df	MeanSquare	F	Sig.
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1	Regression	47.106	10	4.711 .154	30.591	.000 ^a
	Residual	4.158	27			
	Total	51.263	37			

a. Predictors: (Constant), The performance evaluation in your department is done without any bias or disparity, The Training program has helped you improve the interpersonal and managerial skills, There is a progressive impact on performance appraisal to meet career advancement, Career development program positively encourage good performance?, Performance management system is clearly defined in the organization, Sufficient opportunities are being provided to participate in career development program, Based on the evaluation guidelines you may changing the performance at work place, The bell curve or normal distribution is to be considered while performance appraisal cycle, The employee development activity seen and tracked the performance after training and development, Employee performance is considered while designing career development.

b. Dependent Variable: The career development program in the organization is satisfactory towards performance?

Table 5.2.2 shows the relationship among the predictors and the level of satisfaction of career development program. It is quite evident that the F value is very impressive with 30.591. At the same time the significance can be clearly witnessed through the p value of 0.00 which is significant at 0.05 and 0.00 level. Additionally it can also be concluded that the residual of 4.158 is influenced by one level of increase in items.

Table 5.2.3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.259	.334		.744	.477
The Training program has helped you improve the interpersonal and managerial skills?	-.016	.104	-.012	-.155	.878
There is a progressive impact on performance appraisal to meet career advancement?	.025	.070	.028	.349	.729
Career development program positively encourage good performance?	.090	.118	.101	.756	.456

				5	
				7	
Employee performance is considered while designing career development?	.337	.151	.347	2.23	.034
Sufficient opportunities are being provided to participate in career development program?	.320	.101	.321	3.16	.004
Based on the evaluation guidelines you may changing the performance at work place?	.421	.102	.508	4.14	.000
Performance management system is clearly defined in the organization?	-.519	.139	-.591	3.726	.001
The bell curve or normal distribution is to be considered while performance appraisal cycle?	.194	.122	.210	1.59	.123
The employee development activity seen and tracked the performance after training and development?	.081	.149	.079	.54	.594
The performance evaluation in your department is done without any bias or disparity?	.039	.109	.040	.35	.725
				6	

a. Dependent Variable: The career development program in the organization is satisfactory towards performance?

It is understood through the coefficients of multiple regression analysis that the following elements are explaining the best amongst.

- Performance management system is clearly defined in the organization?
- Based on the evaluation guidelines you may changing the performance at work place?
- Employee performance is considered while designing career development?
- Sufficient opportunities are being provided to participate in career development program?

The least are explained by the following

- The Training program has helped you improve the interpersonal and managerial skills?
- There is a progressive impact on performance appraisal to meet career advancement?
- The performance evaluation in your department is done without any bias or disparity?

So, it can be understood that the employees reciprocate Performance management system, evaluation guidelines, designing career development and sufficient opportunities. At the same time the employees ignore the interpersonal and managerial skills, progressive impact on performance appraisal and bias or disparity.

6. Conclusions:

A well-defined performance management system is crucial for an organization's success. This system typically encompasses various processes and practices aimed at effectively managing and evaluating employee performance to drive individual and organizational growth. By having a well-defined performance management system, organizations can foster a culture of continuous improvement, align individual efforts with organizational goals, and enhance overall productivity and employee engagement.

Evaluation guidelines refer to the established criteria and standards used to assess and measure employee performance within a performance management system. These guidelines outline the specific factors, metrics, and benchmarks against which an employee's performance will be evaluated. They provide a clear framework for managers to objectively assess employee contributions and progress toward their goals. Changes in evaluation guidelines can occur to improve the effectiveness and fairness of the performance management system. Changes to evaluation guidelines should be communicated effectively to all relevant parties, including managers and employees, to ensure transparency and understanding. Training and support may also be provided to ensure managers are equipped to implement the revised guidelines accurately and consistently.

When designing career development opportunities, employee performance plays a significant role in determining the appropriate paths and strategies for growth and advancement. Consideration of employee performance helps ensure that career development initiatives are aligned with individual abilities, aspirations, and organizational needs. Considering employee performance when designing career development initiatives enables organizations to align individual aspirations with organizational objectives. It fosters employee engagement, promotes a culture of continuous improvement, and helps organizations retain top talent by offering meaningful growth opportunities.

Organizations recognize the importance of providing sufficient opportunities for employees to participate in career development programs. These programs are designed to support employees in acquiring new skills, expanding their knowledge, and advancing their careers within the organization. By providing sufficient opportunities for employees to participate in career development programs, organizations demonstrate their commitment to employee growth and engagement. These opportunities contribute to the overall professional development of employees, improve their skill sets, and enhance their value within the organization.

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