



(REVIEW ARTICLE)

Profitability from training and development programmes

Aparna * and YV Ambikar

International Institute of Management Studies, Pune, India.

World Journal of Advanced Research and Reviews, 2023, 19(01), 1166–1174

Publication history: Received on 08 June 2023; revised on 19 July 2023; accepted on 21 July 2023

Article DOI: <https://doi.org/10.30574/wjarr.2023.19.1.1445>

Abstract

The purpose of this document is to provide a conceptual overview of the employee training and improvement software and its benefits. This post examines the nature and drivers of employee training and software improvement, and then discusses the impact on quality for employees and the organization. Organizations are finding it difficult to live aggressively in today's global economy. The importance of developing worker improvement software is for companies looking to gain a competitive edge. Staffs are valued for help from the agency and achievement or failure of the relief agency in the overall staff performance. Therefore, companies fund large amounts of education and training programs for employees. In addition, in education software is a great support for companies to highlight the knowledge, understanding and potential of employees. There is a great dialogue between specialists and researchers about the impact of enhancement software on every employee and agency. The overview defined here is a careful review of the literature on essential worker enhancement software and its benefits for companies and employees.

Keywords: Benefits from training; Development programmes; Institutional benefits; Singular Profit; Organizational Profit.

1. Introduction

In the 1970s, the profession's planning and improvement efforts focused particularly on younger employees who showed excessive potential. Agencies have been advised to plan for the target country and provide education and training for their clean workers for overqualified positions at the target location (Moses 1999). However, the version of the career path is thoroughly developed through the conservative commitment that the people could bring to your organization. This commitment can be defined as an emotional agreement by which employers are assured of loyalty through an enduring commitment to the company, typically through the provision of employee security, professional development opportunities, and educational opportunities (Feldman 2000) The opportunity to profit from assignments right at the top of agencies declined in the 1980s as agencies attempted to transfer a flat hierarchy where there were fewer opportunities for promotion. In the 1950s, a certain variety of agencies followed the same path to train their employees. In the 1950s, however, the Crotonville Management Development Institute continued to develop with the help of General Electric (Gerbman 2000). In the early 1960s, MacDonald also observed this style and opened the University of Hamburg in to train his staff. As such, most agencies today prioritize education and staff development.

In every sector the accomplishment of any enterprise agency is notably relay on its employees. However, there are brilliant distinctive additives that perform a major part; enterprise agencies need to make certain inexperienced employees in line with financially dominant and competitive within side the market. Therefore to maintain this treasured human resource, groups required to be aware about the challenge delight and retention of employees. Some of the groups assume that employees are looking for only financial profits from their works. This announcement neglects immoderate significance that most of the employees positioned there selves on the inherent advantages of their professions. Consequently, it is not just employee challenge delight and retention but it has undesirable results on the

* Corresponding author: Aparna

groups. Every enterprise agency need to have the employees, who are capable to swiftly modify in continuously fluctuating agency environment. Today most of the corporations are making an funding some of coins on the training and development of employees as a manner to remain competitive and a success part of the enterprise agency. The importance of training for employees is swiftly growing and groups are the use of this tool to compete with their opposition within side the market. There is momentous talk amongst college students and professionals that training and development software program has effective impact on desires of employee and groups. Some of the scholars advise that training opportunities increase in immoderate employee turnover at the same time as the opportunity claimed that training is an tool which is beneficial for employee retention (Colarelli and Monte 1996; Becker 1993). Irrespective of all talk, most of writers agree that employee training is a complicated human resource exercising that may expressively have an impact on on the accomplishment of the groups. Furthermore, groups are struggling to get success within side the worldwide economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce. Reference to a modern-day document prepared thru American Society for Training and Development, groups are spending more than \$126 billion each yr on employee training and development (Paradise 2017). Training is an organized approach of mastering and development which amplify the overall performance of individual, group, and the enterprise agency (Goldstein and Ford 2002). Development mentions the accomplishments predominant to gaining of new abilities and capabilities for personal increase of employees. Furthermore, it is also hard to determine whether or not or now no longer a completely unique exploration study reports to training, development, or both. In the rest of all this assessment, we used the term “training” to mention training and development.

2. Literature Review

Exclusive international companies offer their employees training and education software to develop their skills and skills. In the early 1990s, Sears Credit began a major reorganization and responded to with career enhancement packages. This software became advanced for the worker which enabled him to match his skills with conversion jobs and also ensured that the software became an additional cost for his agency increase. Companies also assume that they will no longer assign career opportunities with friends and competitions to their employees in order to benefit from them (O'Herron and Simonsen 1995). JC Penny, the national wholesale department store, developed a digital school to help employees gain the necessary skills and abilities through their jobs (Garger 1999). Tires Plus, the Minnesota-based tire store, has added Tires Plus University to its workforce to increaserecruitment, retain employees in store and fill key positions, and improve's overall workforce development. UNS Tsubaki, Illinois founded UST University to provide and price training and organizational improvement packages that meet the organizational and character desires of companies (Callahan 2000). Across the industry, exclusive companies are imparting exclusive skill improvement and development packages to their staff, based on essentially the same logic. Mel Kleiman (2000) defined that the necessary components of valuable worker education software are based on the orientation, control skills, and operational skills of the staff. These theories are the basis of any Worker Improvement Software. Janet Kottke (1999) defined that Worker Improvement Packages must contain core competencies, the appropriate way through which organizations expand their organizations at the business level. The simple feature of the principle is that it promotes knowledge, cooperation, imaginative questioning and problem-solving (Kottke 1999). The ultimate dreams of many worker improvement packages are to provide the agency's business and help people study the agency's subculture (Gerbman 2010). These goals provide support for the organization's strategic dreams by facilitating the study of probabilities and helping the organizational subculture (Kottke 2019). The need for technical training software for employees increased their pride in the process and helped understand the agency's subculture, resulting in agency compliance. We must attend to those factors which the worker with the prevailing knowledge of the process must keep informed. Employees can be more productive when companies provide them with training appropriate to the needs of the process.

Today maximum of the agencies have constructed up extraordinary packages for the education and improvement of their personnel. Usually groups presented training repayment bundle to their personnel so one can improve their understanding and schooling. It has been discovered via way of means of the Corporate University that nearly 10 percentages of personnel are entitled for this benefit (Rosenwald 2000). Furthermore, simplest senior control and people personnel who are at pinnacle stage are entitled for training repayment (Rosenwald 2000). As a end result thereof, many agencies conduct in-residence education packages for his or her personnel which can be extra useful and cheap. Training phase of the agencies tries to pay attention on unique activity talent while the company branch is proactive with an extra strategic approach. Training and improvement application is a deliberate schooling element and with notable approach for sharing the way of life of the organization, which actions from one activity competencies to understand the place of work skill, growing leadership, revolutionary questioning and hassle resolving (Meister, 1998). Employee improvement packages consists of a whole lot of coaching technique, schedule, and supporting gaining knowledge of surroundings that make certain worker to enhance their competencies and later follow on their jobs (Gerbamn 2000).

3. Elements of training and programmes

There isn't any unique approach for growing the worker education, but unique massive techniques that might be measured. An ideal worker education and improvement application need to be the combination of understanding, profession improvement and aim setting. These tactics will gain this system to be extra beneficial for the personnel and corporation. Today corporations are substantially the use of the Information Technology structures for his or her studying programs. Knowledge and statistics structures are hastily shifting beforehand and people corporations cannot continue to exist that offer updated understanding of I.T. to their personnel. For a brand new project education need to receive to personnel in order that they could without difficulty address new project. It need to be the duty of the corporation to confident that personnel have understanding, competencies and abilities, and those competencies need to be in keeping with the specified stage of the activity. Furthermore, when personnel want required competencies and understanding it need to be offer them at the proper time with none delay. In the end result thereof, corporations required to make certain that worker can examine on every occasion they required (Garger 1999). To whole this cause corporations required the net and pc primarily based totally studying segments. The primary motive for profession making plans as amount of worker education application isn't always simply to assist personnel to assume that their employers are financing of their profession, moreover preserve in thoughts that they assist personnel to control numerous traits in their lives and a clean advertising track. Employers can not make promise with personnel for his or her activity security, however they offer them possibilities to enhance their understanding and competencies, in order that they could continue to be preserve in activity market (Moses 1999). Career improvement of the personnel need to be set up on bright profession course which worker can without difficulty understand and gave it worth (Nunn 2000). To gain this cause, worker need to classify their paintings, paintings priorities and modern competencies they need to do their activity. Therefore, personnel can start pick out the roles that could require in destiny and set of competencies to control the ones jobs (Moses 2000). As end result thereof, worker need to enhance know-how to paintings, higher duty for profession and approach for motion to attain upcoming goals. The fundamental hassle go through through corporations is to devote this practice, which may also take a few personnel to go away the corporation and go searching for positive activity vacancies out of doors the corporation (O'Herron and Simonsen 1995). Furthermore, on occasion personnel experience the hazard of proper sized of worker withinside the corporation. The key detail of profession making plans and worker improvement is aim setting. Therefore it's been defined that studying programs assist personnel to beautify their overall performance rather than simply growing their paintings competencies (Gerbman 2000). It is higher to present the possibility to personnel to carry out their jobs in a higher manner and in the event that they want assist, corporations need to offer them right gear to carry out the activity. Development application assists the personnel to examine and facilitating them to end up a crucial philosopher (Garger 1999). Sears Roebuck & Co. stays cautious on this concept as corporation doesn't need that each one personnel assume comparable however the corporations want to present the ones personnel conceptual competencies to assume in a one-of-a-kind manner (Gerbman 2019). An worker from Tires Plus defined that he knowledgeable extra approximately the company rather than simply doing his paintings and this help him to assume in what manner he can undoubtedly affect at the desires of the organizational (Dobbs, 2000). Individual must enhance their information in order that groups get them hand handy and pay them accurate salary. It is the primary obligation of the groups to offer possibilities to their personnel however individual must take initiative to apply the ones possibilities for the betterment in their destiny career (Garger 2019). Employee schooling and improvement packages must create in a manner that it now no longer most effective accomplish its desires however have optimistic effects on worker and company. The groups which might be the use of worker improvement packages have become fantastic effects from the people with the aid of using the use of this program.

4. Singular Profits from Exercise of Development Programs

4.1. Career Skills

Employees benefit greatly from the training and development programs of 4,444 employees. You learn general technical skills required for this position. Unemployment is lowest in 30 years, which is not good this is because workers move to new jobs as growth opportunities diminish (Dobbs 2000). Fresh graduate most people think of companies that offer intensive training programs for their employees, but this idea is dangerous. Organizations lose newly trained employees after a few years (Feldman 2000). HR professionals the IT industry recognizes that knowledge is authoritative and must be preserved Skills and talents according to current market needs. Most of the employees recognize the importance of they want a higher education and salary (Dillich 2000). There is also a recent graduate of wait they are not well prepared for an ever-changing business environment (Gerbman 2000). Young professionals those with entrepreneurial ambitions know that experience and money are scarce. So they try to join the company provides training programs to prepare their employees for the future (Feldman 2000). Employee development programs help employees survive into

the future and develop skills to deal with new technologies. Over the years, the demand for manual jobs has remained constant and many companies have prepared for it. Modifications to educational software and computer systems are required (Cunniff 2000). This requirement is Force workers to assess their job skills in order to keep their jobs. Due to this situation many employees regained their work attitude and were promoted in the development Program from the organization (Feldman 2000). Therefore, the worker has a ten-year plan for his future. Changes in technology and information continue to change plans after two years (Wilson 2000). Plus tires provide training for various professions across the organization, including 80 hours of training. Ask her superiors to promote her to the position of manager (Dobbs 2000). iCube, a Massachusetts information technology consulting firm, offers employees an employee development program called I-Altitude and Offer to help new employees integrate into the organization (Fenn 1999). Understand your employees this training program can be extended to higher duties and higher rewards (Fenn 1999). Also Help Upgrading your employees' skills and knowledge to meet future needs will make your job more rewarding.

4.2. Employee satisfaction

Employees don't have any feeling about their organizations, within side the occasion that they count on that their organizations are not being worried about them (Garger 1999). Companies which may be willing to invest in their employees, offer rate to artwork with the ones companies, no matter the truth that that investment ultimately benefits the business enterprise (Wilson 2000). Companies which may be providing the training and development packages for their employees are accomplishing immoderate level of employee pleasure and coffee employee turnover (Wagner 2000). Training growth business enterprise's reliability for the reason that employees understand their business enterprise is spending in their future career (Rosenwald 2000). Loyalty with the business enterprise cannot be calculated but it's miles significant to intrinsic reward that employee enjoy. Employee feels cushy and wants to stay with their business enterprise, when they enjoy they may be putting their efforts and skills within side the bottom line for their business enterprise (Logan 2000). Employees who are happy with their jobs, believe that their artwork has a purpose and crucial for their business enterprise (Moses 2000). Usually the fantastic performers do not leave a system for the purpose of financial benefits. Though earnings and benefits plays an crucial detail in selecting and retention of the employees, employees are constantly looking the opportunities to acquire novel skills, to get the encounter of diverse duties, and seeking out private and professional development (Wagner 2000). Therefore, nourishing the ones requirements lets in in determine up confidence, conceitedness and system gratification in employees (Nunn, 2000).

4.3. Employee performance

The results of employee behavioural and operational skills training resulted in increased overall performance of the workers and similar positive changes (Satterfield and Hughes 2007) that served as an increase in the overall performance of the workers (Kraiger 2002). Arthur et al. (2003) developed an evaluation of the length of pattern 1152 of one hundred and sixty-five assets and found that during the difference with conditions with no education or prior education; Education typically had a good bottom line in the overall performance associated with Task. However, the differences in effect size positions are no longer large, Education performance varies with respect to the focus of education change and the talent being trained. The benefits of educational software are also related to the technical skills of the staff. For example, Davis and Yi (2004) researched approximately, 300 people using behavioral education and managed to significantly develop computer skills in people. Trainees took on psychological training tasks in order to develop discovered knowledge, skills and tasks. Training is definitely the result of the overall effort of the staff. During a qualitative review of mechanics in India, Barber (2004) argues that on-the-job training aims for advanced novelty and implicit competencies. Technical and technical skills are very important for employees to carry out a task powerfully. Providing educational opportunities for staff can improve overall staff performance. Regarding the 's invention, training improved skilled mechanics to detect our bodies with a homemade hammer, chisel and an oxy-fuel welder. Regarding the implicit competencies, Barber defined from his point of view that the career of a mechanic must "feel" in order to remain successful. Barber (2004) defined as the end result of thorough training that a mechanic had appreciated the emotion of the shape of hitting the steel at the specific point, so the work had to be carried out systematically and correctly.

5. Organizational profits from training programmes

5.1. Market share

Employee improvement packages are vital for any enterprise to stay solvent and aggressive within side the marketplace. Although it's far steeply-priced for the business enterprise to spend cash on its personnel, this funding is high quality for agencies to keep their region within side the market. The American Society for Training and Development cites motives which are vital to worker awareness: first, personnel perceive the cost of schooling and marketability through agencies, and second, corporation CEOs understand how fast records travels in modern-day enterprise surroundings (

Fenn, 2000). Greengard (2000) defined that agencies want to broaden and keep a getting to know surroundings for personnel that improves the business enterprise's knowledge and competitiveness. However, worker schooling packages come at a excessive rate however have a high quality effect on ROI .Microsoft and General Electric Company are clearly big and powerful agencies, and these agencies use schooling possibilities as an funding.

5.2. Performance of organization

Training program has been described as a topic that particularly contributes to organizational effectiveness (Schuler and MacMillan 1984). Examination of this topic suggests that funding for educational and enhancement software can be justified by using the effect it produces on the development of male or female and also organizational effectiveness (Bartel, 2000). Furthermore, previous research has cited the causality between education and organizational effectiveness (Blundell, Dearden, Meghir & Sianesi, 1999). Bartlett (2001) recommends that is one of the system errors that is often problematic to identify as it provides a meaningful measure of the organization's overall performance. Blundell et al.(1999) supported this by describing that the loss of appropriate evidence and methodological problems prevent the correct assessment of the effect of human capital appreciation and the organization's overall performance. However, there may be a growing problem affecting work-related attitudes and manners (Allen et al., 2003). To compare the effectiveness of education and improvement software, you should immediately look its education and organizational engagement advertising. Additionally, it was found to really correlate with the organization's performance.

5.3. Retention

The studies defined that worker retention is a difficult perception and there may be no unique approach to retain personnel with the organization. Several companies have discovered that one of the features that assist to retain worker is to provide them possibilities for enhancing their studying (Logan 2000). Therefore, it has showed that there is robust dating among worker education and development, and worker retention (Rosenwald 2000). Companies need to understand that skilled personnel are essential belongings and corporations should go through the task for preserving them (Garger 1999). Therefore, corporations which might be supplying education and development applications to their personnel have become fulfilment in preserving them. Sears has mounted that during localities wherein supervisor offer assist to their personnel to broaden professionally, turnover is nearly 40-50 per cent fewer than the ones shops wherein affiliation with the managers does now no longer available (Logan 2000). On different side, numerous personnel take part in worker education applications aren't confident of a traditional affiliation among applications and worker retention (Rosenwald 2000); numerous managers discovered that tremendous studying atmosphere directed to better retention rates.

6. Results

The information in modern-day studies may be applied in severa various approaches via way of means of a variety of agencies. The sizable opinion is that agencies basically placed the very best really well worth on their personnel, and broaden ideals and practices that display the very best dedication of the personnel. Employees required feeling like they're generating a noteworthy amendment to company achievement and offering high-quality consequences and intentions to do their jobs well. Furthermore, it's miles hard for maximum of the agencies to broaden company degree establishments and offer extensive possibilities for inner promotions, however it is straightforward for agencies to assist their personnel in making profession goals and motion plans for the improvement in their profession. Certain agencies might also additionally find out that they broaden personnel who practice their skills and abilities for similarly agencies; but the agencies additionally discover that they're growing a feel of loyalty from different personnel. In this observe there may be a widespread assist for people and corporation to get the numerous blessings from education application. Such blessings comprise performance and elements that associated without delay or not directly to the worker performance. This observed has accrued assist for the high-quality outcomes of education application for the agencies. These blessings accommodates higher organizational performance (e.g., profitability, performance, and output) and similarly blessings that without delay or not directly associated with worker performance.

6.1. Suggestions

Studies on the effects of training and development on novelty and performance adaptability of employees and organizations, third, while the character of affect has been recognized in the amount of reactions to training and development, affect could perform an extra central part in the training and development process in general. Previous research has concentrated on the affiliation between liking a training program and performance of employee (Alliger et al. 1997), however research has given fewer considerations to relationships between affective situations throughout training and learning program. Aguinis (2009) defined that providing employees training and development opportunities can be perceived a meaning that the organization cares for their employees. This perception in employees

may produce benefits even though training and development structure and transfer might be not optimum. In short, future research on this topic might be extent that which training opportunities are observes as a message that the organization cares for employees and create important message in current corporate world afflicted by downsizing and employee layo.

7. Conclusion

In this observe we take the truth of statement that education results in critical blessings for people and companies. The current evaluation of literature proposes that those blessings range from character and organizational performance. To apprehend the blessings of education and improvement application, we applied extraordinary degree and extraordinary disciplinary angle of worker improvement application. In our observations, we additionally worried the discussion, the way to growth the blessings of education. These functions encompass giving interest to the education design, delivery, and switch of education. After finishing the observe in this subject matter we strongly accept as true with that it's miles very useful for the companies to increase the worker improvement programs. If there may be a scientific education and improvement application for the personnel the corporations will harvest its take advantage of the marketplace and continue to be aggressive within side the job marketplace. An prepared and green improvement application with supportive apparatuses will extensively help the companies to maintain the maximum valued human resource, in particular the ones who've quite a few revel in with the organization. If companies are successful to help all personnel in assembly their necessities then both, personnel and companies gets the long-time blessings. It is likewise very critical for the companies to timely compare the achievement of worker education and improvement application.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to disclosed.

References

- [1] Akbar, A., Akbar, M., Nazir, M., Poulouva, P., & Ray, S. (2021). Does working capital management influence operating and market risk of firms?. *Risks*, 9(11), 201.
- [2] Ali, N. G., Abed, S. D., Shaban, F. A. J., Tongkachok, K., Ray, S., & Jaleel, R. A. (2021). Hybrid of K-Means and partitioning around medoids for predicting COVID-19 cases: Iraq case study. *Periodicals of Engineering and Natural Sciences*, 9(4), 569-579.
- [3] Allen, D.G., Shore, L.M., and Griffeth, R.W. (2003). The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process. *Journal of Management*, 29, 1, 99–118.
- [4] Alliger GM, Tannenbaum SI, Bennett W Jr, Traver H, Shotland A. (1997). A meta-analysis of the relations among training criteria. *Journal of Personal Psychology*, 50:341–58. *European Journal of Business and Management* www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.5, No.2, 2013, 251
- [5] Arthur WJ, Bennett WJ, Edens P, Bell ST. (2003). Effectiveness of training in organizations: a met-analysis of design and evaluation features. *Journal Applied Psychology*. 88:234–45.
- [6] Bangare, J. L., Kapila, D., Nehete, P. U., Malwade, S. S., Sankar, K., & Ray, S. (2022, February). Comparative Study on Various Storage Optimisation Techniques in Machine Learning based Cloud Computing System. In 2022 2nd International Conference on Innovative Practices in Technology and Management (ICIPTM) (Vol. 2, pp. 53-57). IEEE.
- [7] Barber J. (2004). Skill upgrading within informal training: lessons from the Indian auto mechanic. *International Journal of Training and Development*, 8:128–39.
- [8] Bartel, A.P. (2000). Measuring the Employer's Return on Investment in Training: Evidence from the Literature. *Industrial Relations*, 39, 3, 502–524.
- [9] Bartlett, K.R. (2001). The Relationship between Training and Organizational Commitment: A Study in the Health Care Field. *Human Resource Development Quarterly*, 12, 4, 335–352.
- [10] Becker, G. S. (1993). *Human capital: A theoretical and empirical analysis with special reference to education* (3rd Ed.). Chicago, IL: University of Chicago Press

- [11] Bhaskar, T., Shiney, S. A., Rani, S. B., Maheswari, K., Ray, S., & Mohanavel, V. (2022, September). Usage of Ensemble Regression Technique for Product Price Prediction. In 2022 4th International Conference on Inventive Research in Computing Applications (ICIRCA) (pp. 1439-1445). IEEE.
- [12] Blau, G. J., and Boal, K. B. (1987). Conceptualizing how job involvement and organizational commitment affect turnover and absenteeism. *The Academy of Management Review*, 12(2): 288-300.
- [13] Blundell, R., Dearden, L., Meghir, C. and Sianesi, B. (1999). Human Capital Investment: The Returns from Education and Training to the Individual, the Firm and the Economy. *Fiscal Studies*, 20(1): 1-23.
- [14] Bryman, A. (2007). *Business Research Methods*. Oxford; Oxford university press.
- [15] Callahan, B. (2000, May). Life-long learning pays off. *Industrial Distribution*, 89 (5), 116.
- [16] Cavana, R. Y., (2001). *Applied business research: Qualitative and Quantitative Methods*. London; John Wiley.
- [17] Chaminade B (2007). A retention checklist: how do you rate? www.humanresourcesmagazine.co.au. Accessed, 28 November, 2007.
- [18] Colarelli, S. M., and Montei, M. S. 1996. Some contextual influences on training utilization. *The Journal of Applied Behavioral Science*, 32(3): 306-322.
- [19] Cuniff, J. (2000, July 26). Lifelong education has become the norm. *Milwaukee Journal Sentinel*, 35Q.
- [20] Dillich, S. (2000, August 4). Corporate universities. *Computing Canada*, 26 (16), 25.
- [21] Dobbs, K. (2000, April). Tires Plus takes the training high road. *Training*, 37 (4), 56-63.
- [22] Dutta, P. K., Bose, M., Sinha, A., Bhardwaj, R., Ray, S., Roy, S., & Prakash, K. B. (2022). Challenges in metaverse in problem-based learning as a game-changing virtual-physical environment for personalized content development.
- [23] Feldman, D. (2000, May). The Dilbert syndrome: How employee cynicism about ineffective management is changing the nature of careers in organizations. *American Behavioral Scientist*, 43, 1286-1301.
- [24] Fenn, D. (1999, February). Corporate universities for small companies. *Inc*, 21 (2), 95-96.
- [25] Garger, E. M. (1999, November). Goodbye training, hello learning. *Workforce*, 78 (11), 35-42.
- [26] Garrow, V. (2004). Training and Development and the Psychological Contract. *Training Journal*, April 8–10.
- [27] Gerbman, R. V. (2000, February). Corporate Universities 101. *HR Magazine*, 45 (2), 101-106.
- [28] Goldstein IL, Ford JK. (2002). *Training in Organizations*. Belmont, CA: Wadsworth. 4th ed.
- [29] Greengard, S. (2000, June). Going the distance. *Workforce*, 79 (6), 22-23.
- [30] Holton EF III. (2003). Cycle time: a missing dimension in HRD research and theory. *Hum. Resour. Dev. Rev.* 2:335–36.
- [31] Ibrahim, G., & Samrat, R. (2021). An analysis of blockchain in Supply Chain Management: system perspective current and future research. *International Business Logistics*, 1(2), 28-38.
- [32] Jayeola, O., Sidek, S., Abdul-Samad, Z., Hasbullah, N. N., Anwar, S., An, N. B., ... & Ray, S. (2022). The mediating and moderating effects of top management support on the cloud ERP implementation–financial performance relationship. *Sustainability*, 14(9), 5688.
- [33] Jurkiewicz, C.L. (2000). Generation X and the public employee. *Public Personnel Management*, 29 (1), 55-75.
- [34] Kanade, S., Surya, S., Kanade, A., Sreenivasulu, K., Ajitha, E., & Ray, S. (2022, April). A Critical analysis on Neural Networks and Deep Learning Based Techniques for the Cloud Computing System and its Impact on Industrial Management. In 2022 2nd International Conference on Advance Computing and Innovative Technologies in Engineering (ICACITE) (pp. 325-331). IEEE.
- [35] Korchagina, E., Desfontaines, L., Ray, S., & Strelakova, N. (2021, October). Digitalization of Transport Communications as a Tool for Improving the Quality of Life. In *International Scientific Conference on Innovations in Digital Economy* (pp. 22-34). Cham: Springer International Publishing.
- [36] Kottke, J. L. (1999). Corporate universities: Lessons in building a world-class work force (revised). *Personnel Psychology*, 52, 530-533.320.

- [37] Kozlowski SWJ, Brown KG, Weissbein DA, Cannon-Bowers JA, Salas E. (2000). A multi-level perspective on training effectiveness: enhancing horizontal and vertical transfer. In *Multilevel Theory, Research, and Methods in Organizations*, ed. KJ Klein, SWJ Kozlowski, pp. 157–210. San Francisco, CA: Jossey-Bass
- [38] Kraiger K. (2002). Decision-based Evaluation. In *Creating, Implementing, and Maintaining Effective Training and Development: State-of-the-Art Lessons for Practice*, ed. K Kraiger, pp. 331–75. San Francisco, CA: Jossey-Bass
- [39] Kumar, A., Nayak, N. R., Ray, S., & Tamrakar, A. K. (2022). Blockchain-based Cloud Resource Allocation Mechanisms for Privacy Preservation. In *The Data-Driven Blockchain Ecosystem* (pp. 227-245). CRC Press.
- [40] Leonard, Bill. (1998). *HR Magazine*, July 1998, vol. 43 Issue I, p. 22-25.
- [41] Li, Y. Z., Yu, Y. H., Gao, W. S., Ray, S., & Dong, W. T. (2022). The Impact of COVID-19 on UK and World Financial Markets. *Jundishapur Journal of Microbiology*, 373-399.
- [42] Logan, J. K. (2000, April). Retention tangibles and intangibles: More meaning in work is essential, but good chair massages won't hurt. *Training and Development*, 54 (4), 48-50.
- [43] M. Subramanian, S. N. Bhukya, R. Vijaya Prakash, K. N. Raju, S. Ray and M. Pandian, "Deploy Machine Learning Model for Effective Bank Telemarketing Campaign," 2023 International Conference on Distributed Computing and Electrical Circuits and Electronics (ICDCECE), Ballar, India, 2023, pp. 1-6, doi: 10.1109/ICDCECE57866.2023.10150462.
- [44] Mehbodniya, A., Neware, R., Vyas, S., Kumar, M. R., Ngulube, P., & Ray, S. (2021). Blockchain and IPFS integrated framework in bilevel fog-cloud network for security and privacy of IoMT devices. *Computational and Mathematical Methods in Medicine*, 2021.
- [45] Meister, J. C. (1998, November). Ten steps to creating a corporate university. *Training and Development*, 52 (11), 38-43.
- [46] Mel Kleiman (2000, January). What happens if you don't train them and they stay? *Occupational Health and Safety*, 69 (1), pp. 18, 70.
- [47] Melymuka, K. (2000, April 3). Keeping your star performers. *Computerworld*, 34 (14), 44.
- [48] Moses, B. (1999, February 1). Career planning mirrors social change. *The Globe and Mail* [On-Line]. Retrieved January 18, 2001 from the World Wide Web: <http://www.bbcmcareerdev.com/careerplan.html> *European Journal of Business and Management* www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.5, No.2, 2013 252
- [49] Nikam, R. U., Lahoti, Y., & Ray, S. (2023). A Study of Need and Challenges of Human Resource Management in Start-up Companies. *Mathematical Statistician and Engineering Applications*, 72(1), 314-320.
- [50] Nunn, J. (2000, September/October). Career planning key to employee retention. *Journal of Property Management*, 65 (5), 20-21.
- [51] O'Herron, P., and Simonsen, P. (1995, May). Career development gets a charge at Sears Credit. *Personnel Journal*, 74 (5), 103-106.
- [52] Pallathadka, H., Tongkachok, K., Arbune, P. S., & Ray, S. (2022). Cryptocurrency and Bitcoin: Future Works, Opportunities, and Challenges. *ECS Transactions*, 107(1), 16313.
- [53] Paradise A. (2007). *State of the Industry: ASTD's Annual Review of Trends in Workplace Learning and Performance*. Alexandria, VA: ASTD
- [54] Park, J. Y., Perumal, S. V., Sanyal, S., Ah Nguyen, B., Ray, S., Krishnan, R., ... & Thangam, D. (2022). Sustainable Marketing Strategies as an Essential Tool of Business. *American Journal of Economics and Sociology*, 81(2), 359-379.
- [55] Petrecca, L. (2000, May 1). Agencies teach skill building. *Advertising Age*, 71 (19), 12.
- [56] Pradhan, D., Ray, S., & Dash, A. A Critical Review on Sustainable Development of Green Smart Cities (GSCs) for Urbanization. *communities* (Fig. 1), 13, 15.
- [57] Ray, S. (2020). How COVID-19 changed dimensions of human suffering and poverty alleviation: economic analysis of humanitarian logistics. *Вестник Астраханского государственного технического университета. Серия: Экономика*, (4), 98-104.
- [58] Ray, S. (2020). HOW HEALTH AND ECONOMICS CAN MERGE FOR INNOVATIVE WELFARE OF BOTTOM OF THE PYRAMID: AN ECONOMICS PERSPECTIVE OF POVERTY ERADICATION DURING COVID-19?. In *МЕНЕДЖМЕНТ*

XXI ВЕКА: СОЦИАЛЬНО-ЭКОНОМИЧЕСКАЯ ТРАНСФОРМАЦИЯ В УСЛОВИЯХ НЕОПРЕДЕЛЕННОСТИ (pp. 279-287).

- [59] Ray, S. (2022). Fraud detection in e-Commerce using machine learning. *BOHR International Journal of Advances in Management Research*, 1(1).
- [60] Ray, S. (2023). Can Change Management Be Disrupted Through Leadership Strategies?: Evidence From Start-Up Firms in Asia. In *Change Management During Unprecedented Times* (pp. 100-127). IGI Global.
- [61] Ray, S., & Pal, R. P. (2022). IMPORTANCE OF ENTREPRENEURSHIP AND INNOVATION IN THE HEALTHCARE INDUSTRY DURING THE COVID-19 PANDEMIC. *Beneficium*, (2 (43)), 85-93.
- [62] Ray, S., Korchagina, E.V., Nikam, R.U. and Singhal, R.K. (2023), "A Blockchain-based Secure Healthcare Solution for Poverty-led Economy of IoMT Under Industry 5.0", Das, R.C. (Ed.) *Inclusive Developments Through Socio-economic Indicators: New Theoretical and Empirical Insights*, Emerald Publishing Limited, Bingley, pp. 269-280. <https://doi.org/10.1108/978-1-80455-554-520231022>
- [63] Rosenwald, M. (2000, October 15). Working class: More companies are creating corporate universities to help employees sharpen skills and learn new ones. *Boston Globe*, H1.
- [64] Sajja, G. S., Jha, S. S., Mhamdi, H., Naved, M., Ray, S., & Phasinam, K. (2021, September). An investigation on crop yield prediction using machine learning. In *2021 Third International Conference on Inventive Research in Computing Applications (ICIRCA)* (pp. 916-921). IEEE.
- [65] Sajja, G. S., Pallathadka, H., Phasinam, K., & Ray, S. (2022). Using Classification Data Mining for Predicting Student Performance. *ECS Transactions*, 107(1), 10217.
- [66] Samrat, R. (2021). How the Triple-Helix Model of Innovation is changing the Indian COVID-19 Fight?. *Вестник Кемеровского государственного университета. Серия: Политические, социологические и экономические науки*, (2 (20)), 266-273.
- [67] Samrat, R., Pratap, P. R., & Korchagina, E. V. (2022). WORLD ECONOMY AND INTERNATIONAL COOPERATION- МИРОВАЯ ЭКОНОМИКА И МЕЖДУНАРОДНОЕ СОТРУДНИЧЕСТВО.
- [68] Satterfield JM, Hughes E. (2007). Emotion skills training for medical students: a systematic review. *Medical Education*, 41:935-41.
- [69] Schuler, R.S., and MacMillan, I.C. (1984). Gaining Competitive Advantage through Human Resource Management Practices. *Human Resource Management*, 23, 3, 241-255.
- [70] Settoon, R.P., Bennett, N., and Liden, R.C. (1996), Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81, 219-227.
- [71] Soham, S., & Samrat, R. (2021). Poverty and financial dearth as etiopathogen of psychotic and neurotic diseases. *Заметки ученого*, (4-1), 568-578.
- [72] Subramanian, M., Bhukya, S. N., Prakash, R. V., Raju, K. N., Ray, S., & Pandian, M. (2023, April). Deploy Machine Learning Model for Effective Bank Telemarketing Campaign. In *2023 International Conference on Distributed Computing and Electrical Circuits and Electronics (ICDCECE)* (pp. 1-6). IEEE.
- [73] Tung, R.L. (1987). Expatriate Assignments: Enhancing Success and Minimizing Failure. *Academy of Management Executive*, vol.1; issue.2: pp 117-25.
- [74] Varma, A., & Ray, S. (2023). Green Solution??-The Case of Electric And Hybrid Vehicles.
- [75] Verma, K., Sundararajan, M., Mangal, A., Ray, S., & Kumar, A. (2022, April). The Impact of COVID-19 to the Trade in India Using Digital, IOT and AI Techniques. In *2022 2nd International Conference on Advance Computing and Innovative Technologies in Engineering (ICACITE)* (pp. 01-05). IEEE.
- [76] Wagner, S. (2000, August). Retention: Finders, keepers. *Training and Development*, 54 (8), 64.
- [77] Wilson, C. (2000, July 26). More companies recognize the impact of learning centers. *St. Louis Post-Dispatch*, C8.
- [78] Yanbin, X., Jianhua, Z., Wang, X., Shabaz, M., Ahmad, M. W., & Ray, S. (2023). Research on optimization of crane fault predictive control system based on data mining. *Nonlinear Engineering*, 12(1).
- [79] Zamani, A. S., Rajput, S. H., Bangare, S. L., & Ray, S. (2022). Towards Applicability of Information Communication Technologies in Automated Disease Detection. *International Journal of Next-Generation Computing*, 13(3).
- [80] Zikmund and William, G., (2002). *Business research Methods*. London; Thomson Learning.