

# Impact of Training on Productivity Of Employees: A Case Study Of Life Insurance Corporation Of India (With Special Reference To Marathwada Region)

**Ms. Deepmala Ramrao Biradar**

*MBA Department , Maharashtra Institute Of Technology ,Dr. Babasaheb Ambedkar Marathwada University, Aurangabad (India)*

## **ABSTRACT**

*The study was undertaken at Life Insurance Corporation of India In Marathwada Region on the topic ““Impact of Training on productivity of employees: A case study of Life Insurance Corporation of India(With special reference to Marathwada region)””.*

*The purpose of the study was to investigate whether training and development would have an effect or impact on the productivity of employees with. The methodology that was used for the study was survey. Primary data was collected from a sample of 1550 employees. Self – administered questionnaire was used in the collection of data for analysis. Multiple questions were framed keeping the objective and hypothesis in linked, total numbers of 20 questions were framed with multiple sub-questions under various main questions. The formats of the questionnaire were designed from the guidelines of various research books. All the questions in the questionnaire were closed ended questions, so as to direct respondents to the preset option. It was also found that training and development had positive impact on employees of the LIC. I conclude it briefly with suggestions of avenues for future frontier work.*

## **I. INTRODUCTION**

In current scenario, more importance is being given to “people” in organizations; this is mostly because organizations are realizing that human assets are the most important of all assets. This importance can also be partly attributed to the new emerging values of humanism and humanization. Moreover, with the increasing importance to creativity, and autonomy, which people are increasingly acquiring and enjoying in the society, the expectations of people are fast changing.

Training is the process of providing employees with specific skills or helping them to correct deficiencies in their performances. The term development refers to the nature and direction of change induced in employees, particularly managerial personnel, through the process of training and educative process. It involves systematic procedures for transferring technical knowledge to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In the modern world of technological changes the need for training is increasingly recognized so as to keep the employees in touch with new development. Training programmes

helps in improving the performance of the employees which in turn lead to better output. Training is concerned with imparting and developing specific skills for a particular purpose. It involves knowledge and skills acquisition to maximize the employees desire to perform job well. Development is an effort to provide employees with the abilities the organization needed in the future. Training is a process of learning a sequence of programmed behaviour. Every concern has a systematic training programme.

Training is concerned with imparting and developing specific skills for a particular purpose. Training is a process of learning a sequence of programmed behavior. This behavior is relevant to a specific phenomenon that is a job. Training programmes helps in improving the performance of the employees which in turn lead to better output. The term development refers to the nature and direction of change induced in employees, particularly managerial personnel, through the process of training and educative process.

The system of training and development can never be over emphasized. This is particularly in today's business world that has increasing competitive business environment, climate change and other rising global changes which ensure the continued dynamism and uncertainties enveloping the business world (Cole, 2005)<sup>[1]</sup>. In particular, the rapid current advances in technological changes which made training a necessity in almost all works of life.

Here are some importance of Training and Development.

1. Improve productivity
2. Decrease of mistakes and errors
3. Talent Team:
4. Discover employee potential
5. Job satisfaction
6. Reduction of absenteeism
7. Deal with employee weaknesses
8. Increased regularity
9. decrease in learning time
10. Team strength
11. Skills Development
12. Best possible resource utilization

## II. RESEARCH METHODOLOGY

### 2.1 Objective of the study

1. To study the Training practices prevailing in Branches of LIC.
2. To study the differences in the perception about training on productivity of employees on the basis of gender, designation & Qualification.
3. To study the differences in the perception about training on productivity of employees on the basis of different training centers.

4. To study the differences in the perception about training on productivity of employees on the basis of their operational areas.
5. To see the impact of training methods on employee perception.
6. To find the relationship of training and employee's perception on productivity of employees in LIC.

## 2.2 Problem Statement :-

Despite the increasing effects on training of organizational employees by organizations, there is still limited literature on human resource development issues in Marathwada region and increasing concerns from organizational customers towards low quality services in the insurance sector. It is further worth noting that while much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. The existing studies in this relation have taken a general human resource management (HRM) focus creating a gap on issues such as the effect of training on employee productivity performance. This study will contribute in minimizing this gap in the literature and thereby establish the basis to understanding of some aspects of human resource management training in particular in Marathwada.

## 2.3 Hypothesis

H<sub>1</sub>:- Training has a positive impact on employees' productivity in LIC

H<sub>2</sub>: Employees' perception about impact on training on productivity differs on the basis of designation.

H<sub>3</sub>: Employees' perception about impact on training on productivity differs on the basis of frequency of training.

H<sub>4</sub>: Employees perception about impact on training on productivity differs on the basis of operational area.

## 2.4 Scope of Study

The aim of the study is to understand the impact of Human Resource Training on productivity of employees' in Life Insurance Corporation of India.

LIC has 2048 branches nationwide and also going beyond the national borders LIC spreads its wing in another 8 nations. Out of these, 27 branches and 9 satellite offices and 1750 employees of Aurangabad and Nanded Divisions of Marathwada region are taken as a sample.

Practices on perception of employee productivity in the Life Insurance Corporation of India, with special focus on 27 branches and 9 satellite offices of Aurangabad Division.

## 2.5 Limitation of the Research

The research covered Life Insurance of Corporation of India as a case study and the coverage was limited to the Branch Manager, Administrative Officers, Development Officers and Assistants staff members.

The study which intends to assess the effect of training on staff performance is limited to Life Insurance Corporation of India and not the insurance sector as a whole and the scope covered the training and development of LIC. Factors that hindered the smooth progress of this project included the following: finding the right literature for review. This is due to the inaccessibility of records and reports of LIC activities and the

unwillingness of staff to provide relevant information as information was highly classified, private and confidential and the time frame, allotted for this study to be undertaken, combined with other tight academic schedules. Hence, no contrasting and comparisons was made with any other organizations. Some respondents did not view the importance of this study and as such were not prepared to grant audience for interviews and answering of administered questionnaires. Others even failed to return administered questionnaires

### III. REVIEW OF LITERATURE

Training and development is an important instrument in organization to improve performance of its workforce and develop their competencies. It is one of the fastest growing fields and has attracted the attention of eminent scholars, researchers, practitioners and consultants who work in this field. They have discussed this subject from various angles.

Training has played crucial role in all ages. With the changing requirements of time, training has passed through process of change. Various studies have been conducted at national and international level. Thousands of books and journals have discussed about training.

**Dr G.Vignesh N.Udaya Kumar (2016)** <sup>[2]</sup> - The main purpose of the study was to identify the impact of training and development on employee, In Today's competitive world training and development programs has become as an important part for the growth of the organization and employees as well. Some employee will consider these training programs as a major part of their career for learning the knowledge and skill. Training programs helps the employees in gaining job related knowledge and skills. Employees will have different perceptions about their training programs. It may also happen that employee may take these training programs lightly. Employee's skills and ability decides the productivity and future of any organization. As the demands of the products and services are increasing, the workforce should be well trained in order to meet the market competition. The change involves the manufacturing process, business environment and making the technological advancement etc. This will help them in their career advancement like higher pay off, promotions and other incentives.

**Ikhlas I. Altarawneh1 and Amal Ibrahim Ahmed Aseery (2016)** <sup>[3]</sup> - In this paper author tries to focus on what happening in the current management and practices for Training Needs Assessment (TNA) process at Assir General Educational Directorate (AGED) in Abha, Saudi Arabia. This study aims to shed the light on the most important concerns, problems, and challenges that face Training and Development (T & D) processes and programs and to propose practical suggestions and recommendations to improve TNA process and practices and overcome T & D problems and challenges in AGED. Main challenges of T & D were: the inability to identify training needs, insufficient numbers of qualified training centres, lack of motivation to participate in T & D because of the lack of support from the external environment such as (family, friends, etc.) and lack of time and budget to support the training processes. The study has made significant contributions to the body of knowledge at academic and practical levels and has come up with good recommendations to improve management of TNA, which will affect the effectiveness of T & D processes and programs in AGED; all were presented in the final

chapter of this dissertation. The findings of this study show that: in spite of the importance of identifying and assessing training needs of individuals, the majority of the study participants have never identified training needs for the people that they supervise. Moving individuals from one work place to another; low morale of individuals; students' dissatisfaction; increasing complains and lack of skills were among the most important indicators of training needs.

**Dr. V. Antony Joe Raja and R. Anbu Ranjith Kumar (2016)** <sup>[4]</sup> -Research project entitled '*Effectiveness of Training and Development*' is an attempt to understand the opinion and attitudes of the various categories of employees of the ASHOK LEYLAND LTD. towards the maintenance of effectiveness of Training services provided by the Company. In the course of study, it was found that the training programs analyzed were provided to all the employees of Ashok Leyland and was not specific to particular category of employees. The primary data were collected through questionnaire by conducting personal interview with the employees. Findings of the study were drawn from the analyzing of data's, suggestions and conclusions have been made based on the findings. A sample of 400 employees helped to analyze their satisfaction level and provide valuable suggestions. The methods of data collection for the study include both primary and secondary data. Random sampling technique was adopted for selecting sample units from the employees. The descriptive study helps the researcher to find out various characteristics of the population. The source of secondary data was company profiles and websites. The data was collected through well structured questionnaires which contains closed end question. The research design used for this study is descriptive in nature.

**Anatsui, Tina Chinemere, Agbeniga, Florence I. Ojunita, Law (2016)** <sup>[5]</sup> -In this research paper the study concluded that the Lagos State local government's nature of work is mainly rendering services to the public, "the need for continuous training and development of its human resources is crucial and vital, taking into consideration the rapid technological advancement." The Result of the study proves that there is significant relationship between training, development and efficiency of local government employees in Lagos state of Nigeria and it recommends that identification of training needs should be done more professionally in conjunction with the line manager, as well as the individuals involved together with the Human Resource Department. Based on that, the study employed survey design in form of cross sectional study through systematic random sampling. The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior

**Donald L. Kirkpatrick (2006)** <sup>[6]</sup> , Evaluation, Training and Development Handbook approached its, evaluation process in a more logical way. The author emphasized that while evaluating training, instead of just studying the reactions of the trainees, the study could be carried out in four different levels viz., i.e., reaction, learning, behavior and results. The author's guidelines and discussions on each level of evaluation of training are worth mentioning.

#### IV. HRD IN THE LIC

The Life Insurance Corporation of India (LIC) was set up in 1956 by the Government of India, on the nationalization of life insurance business. It took over the entire life insurance business which had been transacted in India by private companies till then. The fund (assets and liabilities) and employees pertaining to this business were automatically transferred to the LIC. Since 1956, LIC alone has the authority to transact life insurance business in India, subject to special authorizations for some government schemes, which are allowed to operate outside the purview of the LIC. Apart from the Central Office, the LIC has five Zonal Offices, sixty four Divisional Offices and Branches in over eight hundred centres.

##### Types of Training Centres:

There will be three types of training Centres, with defined functions, as follows:

1. Management Development Centre (MDC)
2. Zonal Training Centre (ZTC)
3. Sales Training Centre (STC)
4. Divisional Training Centre
5. Agents' Training Centres :-
6. Computer Training Centre (CTC):

#### V. DATA ANALYSIS AND INTERPRETATION

Respondents were asked to comment on Gender, Qualification, Designation, Class and Operational Area.

Gender was using two response options.

Qualification was using three major response options.

Designation was using four major responses.

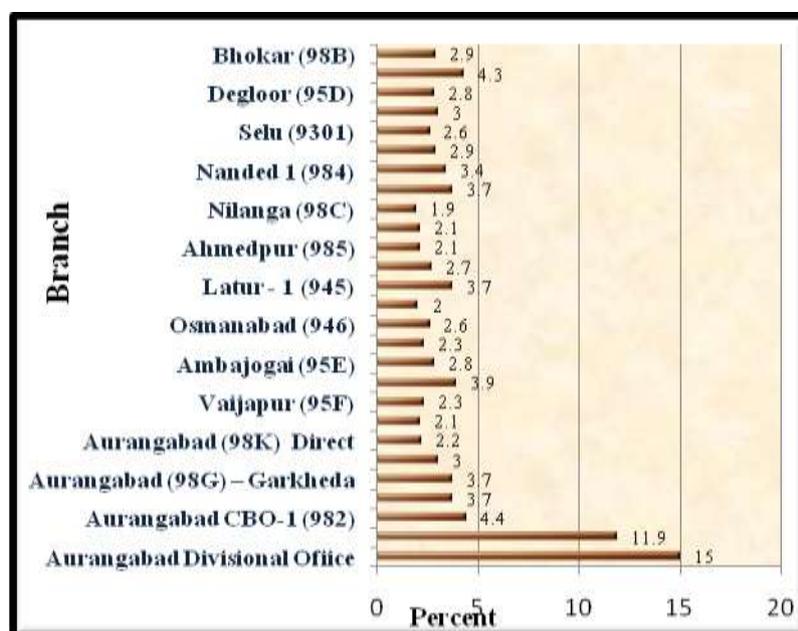
Class was using three response options and Operational area was using three response options.

Variables	Response Option	Frequency	Percentage
Gender	Male	1127	72.7
	Female	423	27.3
	<b>Total</b>	1550	100
Qualification	Post graduate	773	49.9
	Graduate	748	48.3
	HSC	29	1.9
	<b>Total</b>	1550	100
Designation	Branch manager	25	1.63
	Administrative officer	305	19.67

	Development officer	277	17.9
	Assistant	943	60.8
	<b>Total</b>	1550	100
Class	Class I	330	21.3
	Class II	277	17.9
	Class III	943	60.8
	<b>Total</b>	1550	100
Operational area	Urban	1015	65.5
	Rural	535	34.5
	<b>Total</b>	1550	100

Table :Frequency Distribution Table

**Branch Name:-** Respondent were asked to tell the Branch Name for operation. It was provided by following options.



Branch Name

**Training Centres:-**

Respondents were requested to provide information where trainings were offered. They were provided with five options (MDC, STC, ZTC, DTC and Others). They were further asked to choose as many options as applicable,

hence the nature of question was multiple choices questions and data were analyzed using “Multiple response Analysis Option Name” IBM.SPSS.21

\$TrainingCentres Frequencies				
		Responses		Percent respondents of Cases
		N	Percent respondents	
\$TrainingCentres <sup>a</sup>	MDC	175	5.20%	11.30%
	ZTC	873	25.90%	56.50%
	STC	1366	40.50%	88.40%
	DTC	527	15.60%	34.10%
	Other	433	12.80%	28.00%
Total		3374	100.00%	218.20%

Table : Training Centres Frequencies Source :- Field Survey,2016

**Induction Program In LIC:-**

Respondents were requested to provide information on whether induction training given sufficient importance now than in past .there provided with two options 1= ‘YI

Induction training			
		Frequency	Percent respondents
Valid	Yes	1139	73.5
	No	411	26.5
	Total	1550	100

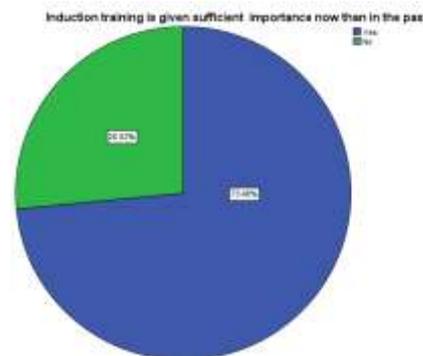


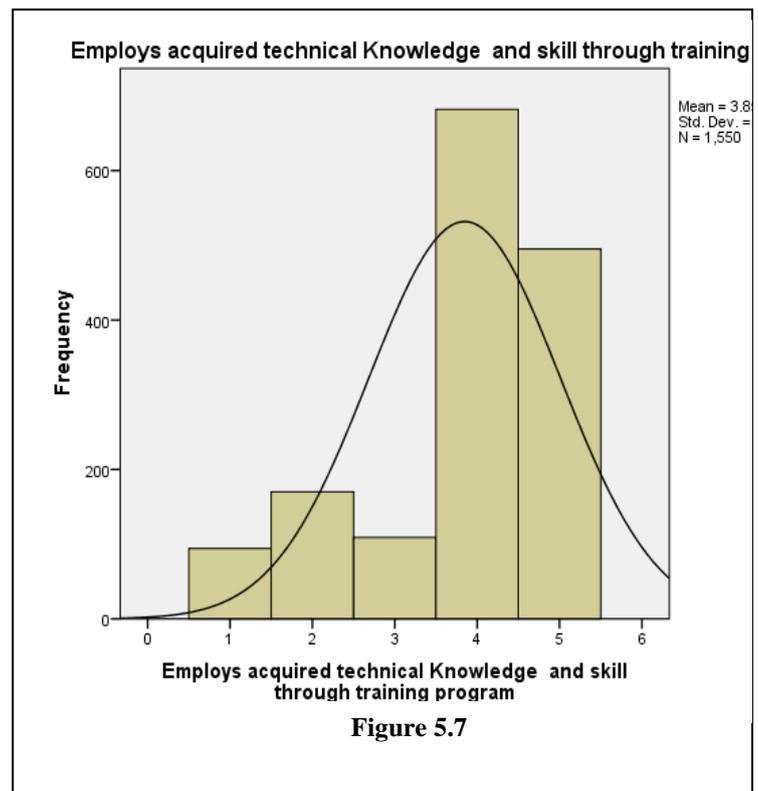
Table : Frequency Distribution for Induction Source :- Field Survey,2016

training Figure .Chart of Induction training Employees acquired technical Knowledge and skill through training program:-

Respondents were asked to comment on whether they acquire technical knowledge skill through training program using five point scale

(1= Strongly disagree, 2=Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

Statistics	
Mean	3.85
Std. Deviation	1.163
Skewness	-1.049
Kurtosis	0.219
COV=( Std. Deviation/ Mean) branchx 100	30.1
Minimum	1
Maximum	5



**Table : Skewness and Kurtosis for Employees acquired technical Knowledge and skill through training program**

Mean = 3.85, Standard Deviation=1.16, COV= 30.1,

Since COV is less than 33 percent, Mean is meaningful value,

Skewness = -1.049, since Skewness is negative value, curve is left skewed curve and data are piled on right.

Kurtosis =0.219 since Kurtosis is positive value the curve is tall and narrow.

Skewness and Kurtosis value further conform the meaningfulness of Mean.

Hence it is concluded that respondents Agree that Technical knowledge and skill have been acquired through training program.

Training is a learning and development process which refers to the acquisition of specific skills, abilities, and knowledge to improve employee productivity. From the above frequency distribution table, it can be seen that 31.9 percent respondents Strongly Agree that technical knowledge and skill acquire through training program ,44 percent Agree, 7 percent respondents having Neutral opinion, 11 percent respondents Disagree and 6.1 percent respondents Strongly Disagree.

Hence it is concluded that majority of respondent Agree that technical knowledge and skill acquired by training program.

### 5.1.Hypothesis Testing

**H<sub>1</sub>**:- Training has a positive impact on employees' productivity in LIC

**Purpose**: -To study the impact of training on productivity

**Statistical Test**: Independent sample t- test

**Level of Significance**

**H<sub>0</sub>**: Mean difference is zero for each variable ( $\mu_1=\mu_2$ ).

**H<sub>1</sub>**: Mean difference is not equal to zero for each variable ( $\mu_1\neq\mu_2$ ).

Variable	Group	Mean	Standard Deviation	F P Value	t(df) branch	P	Result
On the job training	Yes	3.7	1.237	F=10.351	t=765	0.005	On the job training has impact on productivity
	No	3.5	1.311	P=.001	df=2.789		
Class Room/ Lectures	Yes	3.53	1.372	F=23.974	t=715.422	0.03	Class room/ Lectures has impact on productivity
	No	3.69	1.212	P=.030	df=-2.180		
Video/conference	Yes	3.83	1.174	F=5.189	t=244.429	0.028	Video/conferences has impact on productivity
	No	3.62	1.271	P=0.023	df=2.204		
Role playing	Yes	3.58	1.177	F=7.324	t=420.859	0.312	Role playing does not has impact on productivity
	No	3.66	1.278	P=.007	df=-1.011		
Outdoor training	Yes	3.55	1.216	F=.132	t=783.108	0.064	Outdoor training has impact on productivity (Partially Significant) branch
	No	3.68	1.276	P=.716	df=-1.853		
Management games	Yes	2.96	1.68	F=72.678	t=115.456	0.0000	Management games has impact on productivity
	No	3.7	1.209	P=.000	df=-4.452		
Workshops	Yes	3.63	1.314	F=19.645	t=1106.709	0.4050	Workshops has no impact on productivity
	No	3.68	1.141	P=.000	df=-.833		

**Table : Levene's Test for Training has a positive impact on employees' productivity**

#### Levene's Test for Equality of Variances

Conclusions - Interpretation of conclusion

From the above table the following observations are made

- On job training has positive impact on training
- Class Room/ Lectures training has positive impact on training

- Video/conferences has positive impact on training
- Role playing does not has impact on training
- Outdoor training has positive impact on training
- Management game has positive impact on training
- Workshops has no impact on training

## **H2: Employees' perception about impact on training on productivity differs on the basis of designation**

**Statistical Test:** On way ANOVA

**Conclusion :-** Since the p value(0.821) branch is more than the level of significance, the null hypothesis is retaining. Hence it is concluded that perception about impact on training on productivity does not differ on the basis of designation.

From the above descriptive statistics it can be seen that,

Branch Manager -mean = 3.6,Administrative officer-mean = 3.69,Development Officer- mean = 3.61

Assistant – mean = 3.65

Hence it is inferred that all the four groups equally agree that training influences productivity.

## **H3: Employees' perception about impact on training on productivity differs on the basis of frequency of training.**

**Statistical Test:** On way ANOVA

**Conclusion:-** Since p value (0.000) branch is less than level of significance (0.05) branch the null hypothesis is rejected, hence it is concluded that Perception about impact on training on productivity differs on the basis of frequency of training. From the descriptive statistics table it can be seen that

Quarter –mean = 4.81,Half Year –mean = 3.78,Yearly –mean = 3.5

Hence it can be seen that respondent who had training on quarterly basis perceive impact of training on productivity higher than the remaining two group.

## **H4: Employees perception about impact on training on productivity differs on the basis of operational area.**

**Statistical Test:** Independent sample, t-test

**Conclusion:-**Since p value (0.938) branch is more than level of significance the null hypothesis is retaining.

Hence it is concluded that Perception about impact on training on productivity does not differ on the basis of operational area. From the above descriptive statistics, it can be seen that,

Urban – Mean = 3.64,Rural- Mean = 3.65

Hence both the groups equally agree that training has impact on productivity.

## VI.SUGGESTIONS

Based on the findings some suggestions are given to the company and to the employees.

Greater awareness about the objectives of the training and development programme must be created among the trainees at the time of their nomination for the training so that it helps the trainee easily understand and attain the objectives and goals of the programme.

- Employees must be motivated to take up Training Programme regularly to update their skills and learn new technique to perform their work effectively and efficiently
- Objectives of the training programme must be in line with the need of the trainees and must be clearly explained to them and so that they can be easily attained.
- Training Programme must be conducted at frequent intervals to help the employees update with new technologies and improve their productivity.
- Superior Quality of training materials and training aids provided to the trainee will increase their involvement and participation for the training which in turn help in their performances, effective communications and to enhance good relationship among co-workers.
- Organization must take efforts to see that trainees are provided with the best of facilities bringing in new improvement with every training programme.
- More importance should be given to audio visual training programme.
- There should be closed interaction of the training catalyst and the trainees in a periodical interval so as to make the training inputs more effective.
- Entertainment Programme should undertake during training periods in order to reduce monotony of the trainees.
- The trainers role is the core for the success of the training programme the faculty whether internal are external should be an exact qualified person. Hence the suggestion from the trainer prior to the conduct of the training programme must be taken.
- The preferences of employees regarding teaching methods should be collected and followed during the course.
- Training Programme must be given importance according to the expectations of the employees.
- Appropriate planning and execution of the training programme will help to increase the effectiveness of training.
- The Proof of the pudding lies in the eating, so too, the proof of training lies in its effectiveness. The impact of training is almost as important as the training itself which helps in the success of the organisation.
- The organisation should consistently apply strategies for the evaluation of training and development initiatives. That is how the organisation becomes a learning one in which training and development become critical components of efficiency and effectiveness and for that performance management system should be incorporated into the training strategy.

### 6.1 Scope for Further Research

- ◆ A similar study can be conducted in a private organisation to find out the existing training system and the expected changes in it.
- ◆ A comparative study among different public sector organisations may be undertaken to know the relative strength of the training system.
- ◆ A similar study can be conducted at all levels for employees to know the training system.
- ◆ A research study about the present conditions of different areas of a public enterprise may be undertaken in order to know the dominant area of the training system.
- ◆ A research study has done in Marathwada region, It can be done in other regions of different states of India

### VII.CONCLUSION

The Study throws light on the effectiveness and limitations on training and development programme being conducted in Life Insurance of corporation of India particularly in Marathwada region. Based on the findings, the management can redesign and develop new modules in the training and development programme, so that ultimately the resources of employees are utilized at optimum level. Training is an incomparable resource among the resources of the universe “no training no development”. Therefore, training and development is a part of any organisation in the world.

The overall result showed that proposed hypotheses tested were accepted. It is therefore recommended that Individual should be more proactive and seek to be more creative and innovative to contribute their quota through their profession and skill. Management should also take into consideration the training need of each worker and act appropriately. The respondents were aware of the various aspects of training and development, there was no strategic framework in place as the basis for an operational plan for the training and development strategy even though all respondents indicated that training and development was part of the strategic business plan process of LIC. Furthermore, it can be concluded that clear human resource management in general, and training and development in particular at LIC, should become more closely tied to the needs and strategies of LIC. As this occurs, training and development at LIC will be the thread that ties together all other activities and integrates these with the rest of the departments.

Training is important for the survival of any organisation. It is also imperative for effective performance of employees, enhancement of employees' ability to adapt to the changing and challenging business environment and technology for better performance, increase employees' knowledge to develop creative and problem solving skills. Meanwhile, all the relationships proposed among the variables in the research model were tested and it was found that relationship exists amongst the variables having subjected the collected data to empirical analysis with the use of descriptive statistics. However, the results of the findings indicated that training and development affects employees' productivity and organizational effectiveness, which implies that effort, must

be made to ensure that employees' skills and knowledge are fully underutilized through adequate and timely training design and implementation.

## REFERENCES

- [1.] Cole, G. (2005). "Management Theory and Practice". 2nd edi. Book Power London. London: New York. p.85
- [2.] Dr. G.Vignesh N.Udaya Kumar, "Impact Of Training & Development In MNC'S Employees", *Intercontinental Journal Of Human Resource Research Review* ISSN:2320-9704 - Online ISSN:2347-1662 - Print - Impact Factor:1.615 Volume 4, ISSUE 3, MARCH 2016,pp 134-135
- [3.] Ikhlas I. Altarawneh1 and Amal Ibrahim Ahmed Aseery " Training Needs Assessment at Assir General Educational Directorate, Saudi Arabia" *American Journal of Industrial and Business Management*, 2016, 6, 188-204 Published Online February 2016 in SciRes. <http://www.scirp.org/journal/ajibm> <http://dx.doi.org/10.4236/ajibm.2016.6201>, p. 188-189
- [4.] Dr. V. Antony Joe Raja and R. Anbu Ranjith Kumar, *A Study on Effectiveness of Training and Development in Ashok Leyland all over India. Journal of Management*, 3(1), 2016, p. 01-12.
- [5.] Anatsui, Tina Chinemere, Agbeniga, Florence I. Ojunita, Law " Training and Development: Pre-requisite for Employee's Efficiency for National Growth and Sustainability in Nigeria" *Journal of Economics and Sustainable Development* ISSN 2222-1700 (Paper) ISSN 2222-2855 (Online) Vol.7, No.15, 2016,p. 60-64.
- [6.] Donald L. Kirkpatrick, James D. Kirkpatrick , "Evaluating Training Programs: The Four Levels". P.,20
- [7.] Dessler, G(2008). "Human Resource Management", 11th ed. London: Pearson Education Limited Pages 130 -147.
- [8.] Drucker, P. (1977), 'People and Performance: The Best of Peter Drucker on Management', Allied Publishers Limited, New Delhi.
- [9.] Edwin B. Flippo, *Personnel Management*, McGraw Hill; 6th Edition, 1984) p. 194.
- [10.] Ezeuwa, L. (2009),"Effective Management of Teacher Education: A Panacea for National Development",*Journal of Business and Management Technology*, 1(1) p. 101-110.
- [11.] Guest, D. (1997), "Human resource management and performance: a review and research agenda", *International Journal of Human Resource Management*, Vol. 8 No. 3, p. 263-76.
- [12.] LIC of India. Annual Reports, 2015 to 2016.
- [13.] Maslow Abraham. (1943). A Theory of Human Motivation. *Psychology Review*, Vol. 50, p.370-396
- [14.] McNamara, C. (2000). Various Ideas for Learning Activities and Documentation Results. [Online] Available:[www.mapnp.com](http://www.mapnp.com).
- [15.] Jane Richards. 1997. Management Training-the Real Objectives. *Training Officer*, September 1997 Vol .33, No.7, p. 216 – 217.