

Effectiveness of the Training Programmes on ISO 9001 Certification among Employees

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ABSTRACT: Training is the periscope to see the potential. It is planned to identify the future of the organization to develop and guide them to where they fit in. Improvement creates generalists and helps people to think tactically, even when their current jobs do not call for such thoughts. It pushes and stretches people beyond their present function. Hence, this paper tries to study the effectiveness of training on ISO 9001 certification of the employees in Southern Railway, Tiruchirappalli District, TamilNadu, as sample. The perceptions of employee's performance of before and after the training programmes were considered. Moreover, it was also calculated if the company was really interested in providing training programmes to the employees with newest technologies. The results showed that due importance was giving to training and the employees also told that the trainers were well equipped. The majority of the employees recommended that the training programmes had helped them to do the work in a better way. Thus it had been done that the programmes had improved the level of satisfaction of the employees in discharging their duties, although a small section of the employees conflicting with the majority. By and large, it had been effective in raising the human resources in Central Workshop, Southern Railway, Tiruchirappalli District, TamilNadu, India.

KEYWORDS: ISO 9001, Quality Management, Training & Development

I. INTRODUCTION

In a Quality Management System (QMS) based on ISO 9001, competency and training are an essential part of managing and planning the processes of the QMS. As explained in using competency, awareness and training to restore certification in the QMS, knowing the competencies is necessary to perform your processes, and finishing any gaps between the competency requisite and the competency of your employees with training. It is the backbone of having a efficient process rather than relying on documenting everything. However, in order to work correctly you need a way to ensure that your training has successfully closed the gaps so that you have the competencies necessary in your workforce. This involved identifying the training needs, scheduling the training, and evaluating the training. Appropriate management of the training needs is critical if you are to know that the training you have accessed is effective. The very first step needs to be correct identification of the training needs, devoid of proper identification of the training needs, knowing accurately which competency is needed, how can you prove if the training has been effective? By properly identifying the competencies needed to satisfy the purpose of your process, their continual development needs and the requirements for their excellence objectives, compare the competencies against the competencies in workforce. By knowing what competency gap is trying to resolve, we can more easily match up to after training to see if the competency has been filled.

International Journal of Innovative Research in Science, Engineering and Technology

(An ISO 3297: 2007 Certified Organization)

Vol. 5, Issue 11, November 2016

ISO 9001: QUALITY MANAGEMENT SYSTEM

ISO 9001 is fitting for any organisation looking to develop the way it is operated and managed, in spite of its size or sector.

The advantages of ISO 9001 for the organisation can include:

- ✓ Greater efficiency and consistent control of major business processes
- ✓ Regulation of successful working practices
- ✓ Increased customer satisfaction
- ✓ Greater consistency in the quality of products and services through better control of processes

II. REVIEW OF LITERATURE

Cary Cherniss. (2010), evaluated the effectiveness of a leadership development programme based on ISO principles. This programme utilized process designed training groups from 162 managers from 9 different companies. This was done to help participate, develop emotional and social competence. There were 9 groups with 9 managers in each group which was required to follow the identical process. The result showed that the intervention group had improved more than the controls on all emotional competence inventory variables after 2 years.

Durai Anand Kumar and Balakrishnan.V, (2011)., stated that a million organisations have been certified to ISO 9001 standard till date. In spite of this, a majority of these organisations had certain common problems which influenced their business performance. The following are the three categories of the problems as: a) Leadership related issues (inadequate commitment by top management, lack of motivation, recognition, organizational learning, strategic planning & long term focus). b) Strategy interconnected issues (vision, mission, strategic planning, values, strategy mapping, cascading down the line, KPIs & initiatives). c) Quality System related issues (weak plan-do-check-act cycle, generic system, and internal audit not in depth, non-value adding excessive paperwork/trainings & meeting). Society oriented gaps (corporate social responsibility, environmental management & sustainability). An organisation needs to carefully eliminate the above mention gaps. That can ensure the whole business model to be effective with value added processes, methods and systems. This can contribute towards continual improvement and business excellences.

Monika.M, Aswini.P.M and Parthasarathy.K., (2016), reported that, ISO 14001 Environmental management training helps the organizational structure to become an environmentally accountable organization. An Environmental management system in place shows customers to identify, reduce and prevent environmental risks. It also does all that can be done to achieve sustainable development. The range of ISO 14001 environmental management training programmes to suit everyone from new starters to auditors. The universal business atmospheres are covered by global environmental management training programmes. Training programmes are designed in such a manner that attendees can better understand audit and implement the majority of internationally recognised standards and environmental management system.

Monika.M and Parthasarathy.K., (2015), studied that, training is the act of increasing the skill and knowledge of an employee in a particular job. Newly appointed workers become fully productive in the minimum time by training. The processes here by individuals acquire knowledge, skills and attitudes through reflection, experience, study or instruction. Experience and training helps to modify the behaviour of learning. The southern railway central workshop tiruchirappalli had good training program for their employees.

Thomas Andersson, (2010), had done this research on the topic “Struggles of Managerial being and Becoming”. The purpose was to investigate the struggles are managerial identity in relation to the process of becoming a manager and the personal conflicts involved with in this process. Manager training implies that management concerns the acquisition of competency techniques and personal awareness. There is a challenge in management training to bridge the gap between a fixed idea of what is to be a manager and how management is actually practiced. This study emphasizes on the role of management training and also illustrates its role managerial being and becoming.

International Journal of Innovative Research in Science, Engineering and Technology

(An ISO 3297: 2007 Certified Organization)

Vol. 5, Issue 11, November 2016

III. OBJECTIVES OF THE STUDY

- ✓ To find out the personal profile (age, sex, marital status, religion, community, educational qualification, work experience, monthly income and type of family) of the respondents in the study.
- ✓ To assess the opinion about training effectiveness on ISO 9001: Quality Management System among the respondents in the study.
- ✓ To find out the associations between work experience and effectiveness of the training programmes on ISO 9001 certification among the respondents in the study.

IV. RESEARCH METHODOLOGY

The analysis of the present study deals with survey method and design used is descriptive in nature. The primary data for the present study was collected using Questionnaire type of research tools. Both dependent and independent variables are adopted in the present study. The study was systematically carried out with a sample of 224 respondents of the Southern Railway Central Workshop. Part - 1 of the tool deals with personal profile of the respondents. The Part - 2 deals the dimensions of ISO 9001 Certification. Three point scaling technique was used for getting responses from the respondents in the study area with appropriate scoring pattern. For the efficiency of the data, the questionnaire was translated into the regional language (Tamil) which is specially designed for the purpose of the study. The raw data collected was systematically coded, scored and charted by using arithmetical techniques with the support of SPSS package.

V. ANALYSIS, TEST AND RESULTS

Table-1 Personal Profile of the Respondents

Sl. No	Variable	No. of Respondents	Percentage	
1	Age Group	Upto 30 Yrs.	52	23.2
		31-45 Yrs.	116	51.8
		46 Yrs. Above	56	25.0
2	Sex	Male	193	86.2
		Female	31	13.8
3	Marital Status	Married	148	66.1
		Un Married	37	16.5
		Divorced/Separated	39	17.4
4	Religion	Hindu	174	77.7
		Christian	28	12.5
		Islam	22	9.8
5	Community	Other Caste	12	5.4
		Backward Class	93	41.5
		Most Backward Class	56	25.0
		Scheduled Caste	31	13.8
		Scheduled Tribe	32	14.3
6	Educational Qualification	Upto 11th including ITI Completed	125	55.8
		12th Pass & Diploma Holder	59	26.3
		UG Degree & Above	40	17.9
7	Work Experience	Upto 10 Yrs.	128	57.1
		11-20 Yrs.	65	29.0
		21 Yrs. & Above	31	13.8

International Journal of Innovative Research in Science, Engineering and Technology

(An ISO 3297: 2007 Certified Organization)

Vol. 5, Issue 11, November 2016

8	Monthly Income	Rs.10,000 - 25,000/-	96	42.9
		Rs.25,001 - 40,000/-	90	40.2
		Rs.40,001/- & Above	38	17.0
9	Family Type	Joint Family	75	33.5
		Nuclear Family	149	66.5

The Table -1 presents the respondent's personal profile like their age group, sex, marital status, religion, community, educational qualification, work experience, monthly income and family type. Further it is revealed that majority of the respondents 51.8% belongs to the age group 31-45 years, 86.2% are male, 66.1% are married, 77.7% belongs to the Hindu religion, 41.5% belongs to backward community, 55.8% have studied upto 11th including ITI completed, 57.1% of the respondents having 10years work experience, 42.9% are getting monthly income of Rs.10,000 to 25,000 and 66.5% belongs to nuclear family.

Table-2 Distributions of the Respondents according to their Training Effectiveness on ISO 9001: Quality Management System

SI. No	Statements on Assessing Training Effectiveness of ISO 9001 Certification	Un -Known (%)	Partially Known (%)	Known (%)
1	Quality assessment is the prime concept in the quality management system of the ISO 9001 certification.	10 (4.5)	48 (21.4)	166 (74.1)
2	The staffs engaged in assessing quality management of a company are to be trained in that field.	11 (4.9)	50 (22.3)	163 (72.8)
3	ISO 9001 training facilitates in assessment of quality management of companies.	15 (6.7)	37 (16.5)	172 (76.8)
4	The higher officials are aware of quality related policies of the organization	8 (3.6)	87 (38.8)	129 (57.6)
5	Policies have to be implemented, also, in your department	15 (6.7)	71 (31.7)	138 (61.6)
6	You are jointly responsible to clarify, though the higher officials, your successive stand in your field of work	17 (7.6)	71 (31.7)	136 (60.7)
7	The enhancement of quality management in a company, its staff should have the necessary educational qualifications, skills and prior work experiences	10 (4.5)	62 (27.7)	152 (67.9)
8	All the resources in advance to keep the quality management in a state of constancy	18 (8.0)	59 (26.3)	147 (65.6)
9	Assessing the quality management wing of the company all records pertaining to the employees' qualifications, training skills and experiences are to be constantly preserved	15 (6.7)	60 (26.8)	149 (66.5)
10	A proper guideline through the respective departments is a must to maintain the quality of the products manufactured in the factory	14 (6.3)	62 (27.7)	148 (66.1)
11	Procurement of raw materials for the factory should company with the rules framed for the same	22 (9.8)	57 (25.4)	145 (64.7)
12	The quality of the products should be subjected to constant assessment and research	17 (7.6)	59 (26.3)	148 (66.1)
13	The very existence of the quality management department of a company is directly dependent on the satisfaction of its customer companies	18 (8.0)	70 (31.3)	136 (60.7)

International Journal of Innovative Research in Science, Engineering and Technology

(An ISO 3297: 2007 Certified Organization)

Vol. 5, Issue 11, November 2016

14	Growth and improvement of a factory, internal audit is mandatory one	14 (6.3)	53 (23.7)	157 (70.1)
15	That the management of the factory should take precautionary measures for a good quality management wing	17 (7.6)	43 (19.2)	164 (73.2)
Overall Training Effectiveness of ISO 9001 Certification on Quality Management System		6.6%	26.4%	67%

Note: Percentages are given in Parentheses. N=224

Table-2 present fifteen statements concerning on assessing the training effectiveness on Quality Management System among the respondents of the study.

It is found that most of the respondents (74.1 percent) are known the statement-1, “quality assessment is the prime concept in the quality management system of the ISO 9001 certification”, almost seventy three percent of the respondents are known the statement-2 on “the staffs engaged in assessing quality management of a company are to be trained in that field”. Whereas 76.8 percent respondents are known Statement-3 on “ISO 9001 training facilitates in assessment of quality management of companies”. Statement-4 on “the higher officials are aware of quality related policies of the organization”, are known by 57.6 percent of the respondents. Statement-5 on “policies have to be implemented, also, in your department”, are known by 61.6 percent of the respondents. Statement-6 on “you are jointly responsible to clarify, though the higher officials, your successive stand in your field of work”, are known by 60.7 percent of the respondent. Statement-7 on “the enhancement of quality management in a company, its staff should have the necessary educational qualifications, skills and prior work experiences”, are known by 67.9percent of the respondents. Statement-8on “all the resources in advance to keep the quality management in a state of constancy”, are known by 65.6percent of the respondents. Statement-9on “assessing the quality management wing of the company all records pertaining to the employees’ qualifications, training skills and experiences are to be constantly preserved”, are known by 66.5 percent of the respondents. Statement-10on “a proper guideline through the respective departments is a must to maintain the quality of the products manufactured in the factory”, are known by 66.1percent of the respondents. Statement-11on “procurement of raw materials for the factory should company with the rules framed for the same”, are known by 64.7percent of the respondents. Statement-12on “the quality of the products should be subjected to constant assessment and research”, are known by66.1percent of the respondents. Statement-13on “the very existence of the quality management department of a company is directly dependent on the satisfaction of its customer companies”, are known by 60.7percent of the respondents. Statement-14on “growth and improvement of a factory, internal audit is mandatory one”, are known by 70.1percent of the respondents. Statement-15on “that the management of the factory should take precautionary measures for a good quality management wing”, are known by 73.2 percent of the respondents.

From the table 2, it is overall concluded that the majority (67 percentage) of the respondents are known the aspects of Quality Management System under ISO-9001 Certification, due to effectiveness of training on ISO-9001 certification organized by the Basic Training Centre, Central Railway Workshop, Golden Rock, Tiruchirappalli.

Association between Work Experience and Effectiveness of the Training Programme.

Hypothesis - 1

There is no significant association between work experience and effectiveness of the training programme on quality management system under ISO-9001 certification of the respondents in the study area

Table-3 Association Between Work Experience And Quality Management System

	Value	Df	Table Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.405(a)	2	5.991	.495
Likelihood Ratio	1.431	2		.489
N of Valid Cases	224			

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.73.

International Journal of Innovative Research in Science, Engineering and Technology

(An ISO 3297: 2007 Certified Organization)

Vol. 5, Issue 11, November 2016

Table 3 infers that, the chi-square value of 1.405 is less than the table value of 5.991, which states that there is no significant association between work experience and effectiveness of the training programme on quality management system of ISO-9001 certification of the respondents in the study area. Further, it implies that respondents of the study are well understood the following aspects on quality management system though a good training underwent under ISO-9001 certification.

- * Quality assessment is the prime concept in the QMS of the ISO 9001 Certification
- * The staff members engaged in assessing Quality Management of their industry are trained in that field
- * ISO 9001 training facilitated the trainers in assessment of Quality Management of their Industry

Hence, the Hypothesis 1 i.e., “There is no significant association between work experience and effectiveness of the training programme on quality management system under ISO-9001 certification of the respondents in the study area” is accepted and concluded as “there is no significant association between the work experience and effectiveness of the training programme on quality management system under ISO-9001 certification of the respondents in the study area”.

Hypothesis - 2

There is no significant association between work experience and effectiveness of the training programme on management responsibility under ISO-9001 certification of the respondents in the study area

Table-4 Association Between Work Experience And Management Responsibility

	Value	Df	Table Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.971(a)	2	5.991	.137
Likelihood Ratio	4.036	2		.133
N of Valid Cases	224			

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.90.

Table 4 infers that, the chi-square value of 3.971 is less than the table value of 5.991, which states that there is no significant association between work experience and effectiveness of the training programme on management responsibility of ISO-9001 certification of the respondents in the study area. Further, it implies that respondents of the study are well understood the following aspects on management responsibility though a good training underwent under ISO-9001 certification.

- * The higher officials are aware of quality related policies of the organization
- * Policies have to be implemented, also, in your department
- * You are jointly responsible to clarify, through the higher officials, your successive stand in your field of work

Hence, the Hypothesis 2 i.e., “There is no significant association between work experience and effectiveness of the training programme on management responsibility under ISO-9001 certification of the respondents in the study area” is accepted and concluded as “there is no significant association between the work experience and effectiveness of the training programme on management responsibility under ISO-9001 certification of the respondents in the study area”.

Hypothesis - 3

There is no significant association between work experience and effectiveness of the training programme on resource management under ISO-9001 certification of the respondents in the study area

International Journal of Innovative Research in Science, Engineering and Technology

(An ISO 3297: 2007 Certified Organization)

Vol. 5, Issue 11, November 2016

Table-5 Association Between Work Experience And Resource Management

	Value	df	Table Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.889(a)	2	5.991	.389
Likelihood Ratio	1.966	2		.374
N of Valid Cases	224			

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.96.

Table 5 infers that, the chi-square value of 1.889 is less than the table value of 5.991, which states that there is no significant association between work experience and effectiveness of the training programme on resource management of ISO-9001 certification of the respondents in the study area. Further, it implies that respondents of the study are well understood the following aspects on resource management though a good training underwent under ISO-9001 certification.

- * The enhancement of quality management in a company, its staff should have the necessary educational qualifications, skills and prior work experiences
- * All the resources in advance to keep the quality management in a state of constancy
- * Assessing the quality management wing of the company all records pertaining to the employees' qualifications, training skills and experiences are to be constantly preserved

Hence, the Hypothesis 3 i.e., "There is no significant association between work experience and effectiveness of the training programme on resource management under ISO-9001 certification of the respondents in the study area" is accepted and concluded as "there is no significant association between the work experience and effectiveness of the training programme on resource management under ISO-9001 certification of the respondents in the study area".

Hypothesis - 4

There is no significant association between work experience and effectiveness of the training programme on product realization under ISO-9001 certification of the respondents in the study area

Table-6 Association between work experience and product realization

	Value	Df	Table Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.008(a)	2	5.991	.135
Likelihood Ratio	4.055	2		.132
N of Valid Cases	224			

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.35.

Table 6 infers that, the chi-square value of 4.008 is less than the table value of 5.991, which states that there is no significant association between work experience and effectiveness of the training programme on product realization of ISO-9001 certification of the respondents in the study area. Further, it implies that respondents of the study are well understood the following aspects on product realization though a good training underwent under ISO-9001 certification.

- * A proper guideline through the respective departments is a must to maintain the quality of the products manufactured in the factory
- * Procurement of raw materials for the factory should company with the rules framed for the same
- * The quality of the products should be subjected to constant assessment and research

Hence, the Hypothesis 4 i.e., "There is no significant association between work experience and effectiveness of the training programme on product realization under ISO-9001 certification of the respondents in the study area" is accepted and concluded as "there is no significant association between the work experience and effectiveness of the training programme on product realization under ISO-9001 certification of the respondents in the study area".

International Journal of Innovative Research in Science, Engineering and Technology

(An ISO 3297: 2007 Certified Organization)

Vol. 5, Issue 11, November 2016

Hypothesis - 5

There is no significant association between work experience and effectiveness of the training programme on measurement, analysis & improvement under ISO-9001 certification of the respondents in the study area

Table-7 Association Between Work Experience And Measurement, Analysis & Improvement

	Value	Df	Table Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	.421(a)	2	5.991	.810
Likelihood Ratio	.430	2		.807
N of Valid Cases	224			

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.41.

Table 7 infers that, the chi-square value of .421 is less than the table value of 5.991, which states that there is no significant association between work experience and effectiveness of the training programme on measurement, analysis and improvement of ISO-9001 certification of the respondents in the study area. Further, it implies that respondents of the study are well understood the following aspects on measurement, analysis and improvement through a good training underwent under ISO-9001 certification.

- * The very existence of the quality management department of a company is directly dependent on the satisfaction of its customer companies
- * Growth and improvement of a factory, internal audit is mandatory one
- * That the management of the factory should take precautionary measures for a good quality management wing

Hence, the Hypothesis 5 i.e., "There is no significant association between work experience and effectiveness of the training programme on measurement, analysis and improvement under ISO-9001 certification of the respondents in the study area" is accepted and concluded as "there is no significant association between the work experience and effectiveness of the training programme on measurement, analysis & improvement under ISO-9001 certification of the respondents in the study area".

VI. FINDINGS

General Findings

Age Group: Majority of the respondents (51.8 percent) of the present study are in the age group of 31 - 45 years, twenty five percent of the respondents are in the age of 46 years above and only 23.2 percent of the respondents are in the age of upto 30 years old.

Sex: Majority of the respondents (86.2 percent) of the present study is males and only 31 of the respondents are female.

Marital Status: Majority of the respondents (66.1 percent) of the present study is married, 17.4 percent are divorced/separated and 16.5 percent are unmarried.

Religion: 77.7 percent of the respondents belong to Hindu religion, 12.5 percent of the respondents are Christian and 9.8 percent of the respondents are Islam.

Community: Most of the respondents (41.5 percent) belong to Backward Class Community, 25.0 percent belong to Most Backward Class Community, 14.3 percent belongs to Scheduled Tribe Community, 13.8 percent are of Scheduled Caste Community and 5.4 percent of the respondents of the present study belong to Other Caste like Upper Caste and Forward Community.

Educational Qualification: Most of the respondents (55.8 percent) are studied upto 11th std including ITI completed, 26.3 percent are 12th passed & Diploma Holders and remaining 17.9 percent are holding any UG Degree & Above.

Work Experience: 57.1 percent of the respondents are having upto 10 years of work experience, 29.0 percent are having 11- 20 years of work experience and 13.8 percent of the respondents are having 21 & above years of work experience in their respective field.

International Journal of Innovative Research in Science, Engineering and Technology

(An ISO 3297: 2007 Certified Organization)

Vol. 5, Issue 11, November 2016

Monthly Income: 42.9 percent of the respondents are earning between Rs.10,000 - 25,000/- per month, 40.2 percent are earning Rs.25,001 - 40,000/- per month and only 17.0 percent of the respondents are earning Rs.40,001 & above per month.

Family Type: majority of the respondents (66.5 percent) belongs to nuclear family and only 33.5 percent of the respondents are living in joint family system.

Hypotheses related Findings

- There is no significant association between the work experience and effectiveness of the training programme on quality management system under ISO-9001 certification of the respondents in the study area.
- There is no significant association between the work experience and effectiveness of the training programme on management responsibility under ISO-9001 certification of the respondents in the study area.
- There is no significant association between the work experience and effectiveness of the training programme on resource management under ISO-9001 certification of the respondents in the study area.
- There is no significant association between the work experience and effectiveness of the training programme on product realization under ISO-9001 certification of the respondents in the study area.
- There is no significant association between the work experience and effectiveness of the training programme on measurement, analysis & improvement under ISO-9001 certification of the respondents in the study area.

VII. CONCLUSION

ISO 9001 Certifications training program implemented in Southern Railway, Golden Rock, Tiruchirappalli District, TamilNadu, India, generally concentrated on areas like quality aspects, job oriented trainings, technological skills and information. Most of the respondents answered as good and outstanding towards the quality and effectiveness of the training programs and fulfilled with the ISO 9001 Certifications training methods. The company also has to focus on few respondents, who are not fully satisfied with training. The need for ISO training is changing quickly in the 21st Century as a fresh state of affairs emerge from technological, demographic modifications and market place. The deal with both HR privileged and universal managers are to build capabilities that assure the successful execution of business strategy. This study concluded that the ISO 9001 Certification programmes in Southern railway was not influencing the work experience of employees.

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