

The Impact of Training and Development among the Employees of Karnataka Vidyuth Kharkhane Limited

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ABSTRACT:

The study examines the impact of training and development programmes on employee performance and organizational effectiveness. Primary data were collected from employees through a structured questionnaire and analysed using percentage analysis and Chi-square test. The findings reveal that training programmes play an important role in improving productivity, career growth, and employee performance. The study also found a significant relationship between training programmes and employee performance. It is concluded that effective and continuous training programmes are essential for enhancing employee efficiency and organizational development.

Keywords: Training and Development, Employee Performance, Productivity, HR Practices, KAVIKA.-

1. Introduction:

Every organization has to give training for their effective and efficient work many organizations have under gone many training program

Training and development play an important role in the organization. So that training and development is the key aspect of every organization. So that training and development is the key aspect of every organization to improve their efficiency and effectiveness to increase productivity and also to achieve the best possible results.

Power is one of the most critical components of infrastructure crucial for the economic growth and welfare of nations. The existence and development of adequate infrastructure is essential for sustained growth of the Indian economy.

India's Power sector is one of the most diversified in the world. Sources of power generation range from conventional sources such as coal, lignite, natural gas, oil, hydro and nuclear power to viable non-conventional sources such as wind, solar, and agricultural and domestic waste. Electricity demand in the country has increased rapidly and is expected in the country, massive addition to the installed generating capacity is required.

In May 2018, India ranked 4th in the Pacific region out of 25 nations on an index that measures their overall power. India is ranked fourth in wind power, fifth in solar power and fifth in renewable power installed capacity as of 2018. India ranked sixth in list of countries to make most investments in clean energy with US\$ 90 billion.

2. Literature Review:

Herjuna, Marhaeni, Alvira, Putri, & Anastasya (2024). examined the impact of training and development programs on employee performance in the manufacturing sector. Using both qualitative and quantitative methods, including surveys and performance data analysis, the study found that well-structured training programs significantly improve employee productivity, job satisfaction, workplace safety, and retention. The study further emphasized that motivation, organizational support, and customized training enhance the effectiveness of training initiatives and contribute to better organizational performance. However, the research did not examine the impact of training on the financial and operational performance of public sector manufacturing enterprises, indicating scope for further study.

Manresa, Bikfalvi & Simon (2019) The study examined the impact of innovative training and development (T&D) practices on innovation and financial performance in 162 Spanish manufacturing firms using data from the European Manufacturing Survey. The findings revealed that modern T&D practices significantly improved innovation by promoting the development of new-to-the-firm products and new services, although they did not significantly influence the introduction of new-to-the-market products. The study also found a partial positive relationship between T&D practices and financial performance, highlighting the importance of effective employee training in enhancing organizational competitiveness and performance.

Jones, (2004) The study analyzed training and development initiatives among 871 small and medium-sized enterprises (SMEs) in the Australian manufacturing sector to examine their relationship with business growth. By comparing low-, moderate-, and high-growth firms, the study found significant differences in management training, employee qualifications, training methods, training providers, and training fields across different growth pathways. The findings indicated that training and development are consistently associated with SME growth, emphasizing that investment in employee and management training plays a vital role in enhancing organizational growth and long-term performance.

Abdullah (2009) The study examined the challenges affecting the effective management of human resource training and development (HR T&D) in Malaysian manufacturing firms through in-depth interviews with 58 HR managers. The findings identified three major challenges: a shortage of skilled HRD professionals, increasing demand for knowledge workers, and the need to promote continuous learning and development in the workplace. The study concluded that addressing these challenges through appropriate HR policies and training strategies is essential for improving the effectiveness of training and development programs and enhancing organizational performance.

3. Profile of the Company:

Karnataka Vidyuth Kharkane Limited, a fully owned Government of Karnataka undertaking, is the successor to the Government Electrical Factory, the first ever Manufacturer of electrical transformers in the country. Established way back in 1933 by the erstwhile Maharaja of Mysore.

Today after 8 decades of successful operations, KAVIKA has emerged as a renowned name for distribution transformers in the range of 25KVA to 3150KVA up to 33KV class as well as for custom built or special type transformers as per specific requirements.

3.1. Product Profile:

The Company is manufacturing distribution and power transformers in various capacities and they are strictly adherence to quality policy, in order to manufacture quality transformers to satisfy the customer needs and to increase the market share and to reduce rejection or recondition.

They were continuously improved the design of the product based on the performance, feedback and customer requirements and by using new and better material. Designs are optimized by computerization. Presently, they are using the “AUTO CADD” to design the product suitability.

3.2. Standards of KAVIKA:

The standards are maintaining based on the following: -

Design confirms to India standard specification. The transformers are provided with standard accessories. Special accessories can be provided with request.

SPECIAL TRANSFORMERS: -

SL. NO	Description	Ratings KVA	High voltage	Low Voltage
01	Single phase Aluminium Wound Transformers (pole Mounting)	Up to 25	6350/11000	460-230
02	3 phase Aluminium Transformer	Up to 100	11000	433
03	3 phase Aluminium Wound Transformers	25 to 500	11000	433
04	2 phase copper wound Transformers	300 to 600	11000 to 33000	433
05	Power Transformers	Up to 3150	11000 to 33000	433

The various needs of customers across the regions where KAVIKA manufactured transformers in operations.

3.3. Benchmark of Competitors:

India's oldest transformer manufacturer and largest manufacture of distribution transformers in the country. Excellent infrastructure with trained engineer technicians and skilled manpower Possessing equipment's like vacuum drying plant, oil filtering equipment etc., Strict quality checks at all stages of manufacture Type tested at CRPL, Bangalore.

3.4. COMPETITORS OF KAVIKA:

- STAR Electrical.
- VIJAY Electrical, Hyderabad.
- TRNASPOWER ELCTRIC Limited
- KIRAN Electrical Transformers Limited.
- MARUTHI Transformers Limited.
- SOUTHERN Power Equipment Company.

3.5. Customers to KAVIKA:

- BANGALORE ELECTRICITY SUPPLY COMPANY (BESCOM).
- OTHER ELECTRICITY SUPPLY COMPANY (BESCOM)
- KARNATKA POWER CORPORATION.

- INDUSTRIAL SEGMENTS.
- BUILDERS AND MANY OTHERS.

4. Objectives of the Study:

1. To study the factors that influence training that should be given to employees in the organization.
2. To evaluate the different methods of training to employees to perform better work. To evaluate the different methods of training that should be given to employees to perform better work.
3. To analyse factors that influence low and high training programme among employee.
4. To suggest improvements and future strategies.

5. Scope of the Study:

The study confined only to the training and development program followed in KARNATAKA VIDUTH KHARKANE LIMITED (KAVIKA), Bangalore. The survey conducted presently enables the company to know the performance level of employees with the training and development programs and to know whether the planned Training approach is worth the time and the effort that are needed to make it effective.

6. Hypothesis of the study:

Null Hypothesis (H₀): There is no significant relationship between training programs and employee performance.

Alternative Hypothesis: (H₁): There is significant relationship between training programs and employee performance.

7. Methodology:

7.1. Study area: the study examines the Karnataka State, with particular emphasis on Karnataka Vidyuth Kharkane Limited Bengaluru, which is regarded as a major Centre for production of electricity in the state.

7.2. Sample Size: the sample size of the current research paper is 60.

7.3. Sampling: Convenient sampling method has been followed to collect the primary data from the study area.

7.4. Data Base : The current research paper is based on both primary and secondary data.

The primary data for the study was collected from the study area through structured questionnaire.

7.5. Secondary Data: the study secondary data has been collected from multiple reliable sources such as balance Sheet and annual report of the KAVIKA, Karnatak Economic Survey, along with published books, research articles, and academic journals.

7.6. Tools and techniques: Structured questionnaire method has been used to collect the primary data from the study area. Simple statistical tools were used to test the proposed hypothesis of the current research paper.

RESULTS AND DISCUSSION

Table 2 - Details of Respondents

Particulars	Response
No. of Sample Employees	60
Average age respondents	40 years
Designation	
Worker	40.6
Supervisor	9.9
Manager	10.10
Education level (%)	
Up to SSLC	10.56
PUC	14.18
Degree	6
IIT	20.86
Below SSLC	8.40
Experience	
1-2 years	15.5
3-6 years	19.5
6-10 years	5
More than 10 years	20
Source: Field Observation 2024-25	

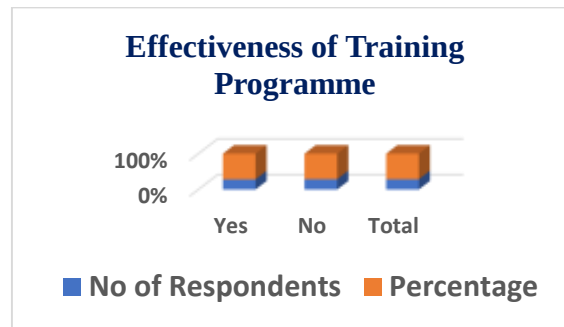
8. Respondents Profile:

The demographic profile of the respondents shows that the study was conducted among **60 sample employees** with an average age of **40 years**, indicating that most respondents belong to the middle-age group with considerable work experience. Majority of the respondents (**40.6%**) were workers, followed by supervisors (**9.9%**) and managers (**10.10%**). In terms of educational qualification, a higher proportion of employees (**20.86%**) possessed ITI qualifications, followed by PUC (**14.18%**), SSLC (**10.56%**), degree holders (**6%**), and below SSLC employees (**8.40%**). Regarding experience, **20%** of respondents had more than 10 years of experience, while **19.5%** had 3–6 years of experience, indicating the presence of both experienced and skilled employees in the organization.

Impact of Training programs on employees.

8.1..Company Evaluates the effectiveness of training programme.

Sl. No	category	No of Respondents	Percentage
1	Yes	15	38
2	No	25	62
	Total	40	100
Source: Fielded Observation 2024-25			

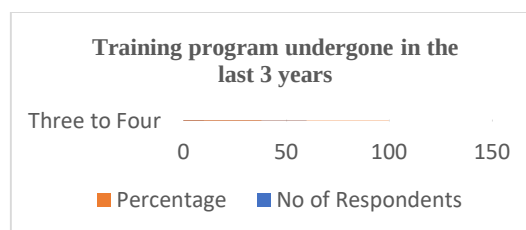


From the above table, it is cleared that Majority of the respondents (62%) stated that the company does not evaluate the effectiveness of training programmes, while only 38% agreed that evaluation is conducted.

8.2. Training programme undergone in the past 3years by employees.

Sl. No	Category	No of Respondents	Percentage
1	Three to Four	15	38
2	More than 4	10	62
3	No training	35	100
	Total	60	100

Source: Field Observation 2024-25



The table represents that about 58% of employees reported that they had not undergone any training programme during the past three years, whereas 25% attended 3–4 programmes and 17% attended more than four programmes.

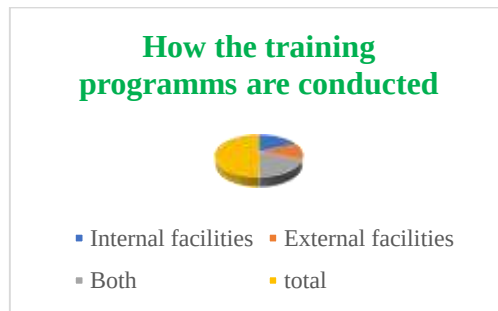
Sl. No	Category	No of Respondents	Percentage
1	Internal facilities	22	36
2	External facilities	15	26
3	Both	23	38
	total	60	100

8.3. How the training programs are conducted

Sl. No	Category	No of Respondents	Percentage
1	Yes	20	34
2	No	40	66
3	Total	60	100

Source: Field Observation 2024-25

Source: Field Observation 2024-25



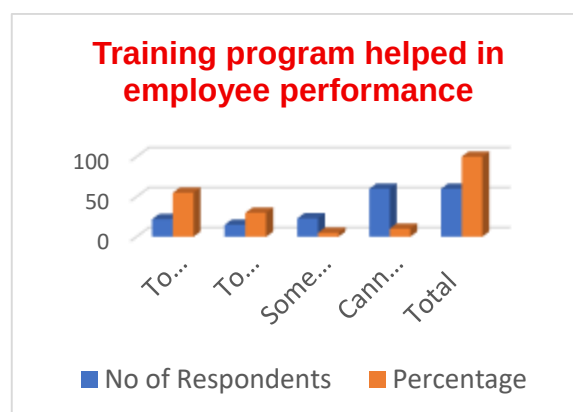
S Source: Field Observation 2024-25

The study shows that training programmes are mainly conducted through both internal and external methods (38%), followed by internal facilities alone (36%).

8.4 Training programme helped in increasing the employee's performance

Sl. No	Category	No of Respondents	Percentage
1	To little extent	22	55
2	To greater extent	15	30
3	Some extent	23	5
4	Cannot Say	60	10
	Total	60	100

Source: Field Observation 2024-25

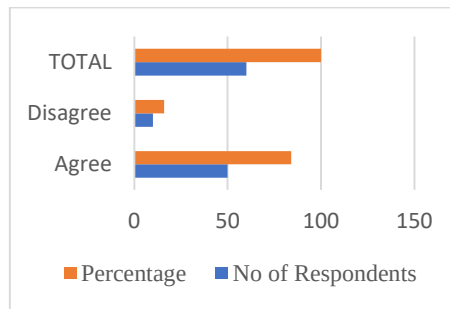


From the above table it represents that majority of employees (55%) felt that training programmes improved their performance only to a little extent, while 30% believed that training improved performance to a greater extent.

8.5. Training programme are an essential component for the employees.

Sl.no	Category	No of Respondents	Percentage
1	Agree	50	84
2	Disagree	10	16
	TOTAL	60	100

Source: Field Observation 2024-25

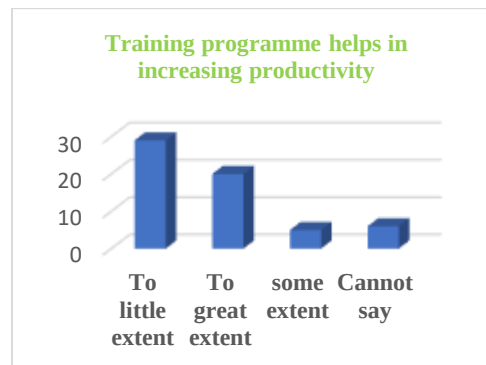


From the above table it is cleared that a large proportion of respondents (84%) agreed that training programmes are an essential component for employees.

8.6. Training programme helps in increasing productivity.

Sl. No	Category	No of Respondents	Percentage
1	To little extent	29	48
2	To great extent	20	34
3	some extent	5	8
4	Cannot say	6	10
	Total	60	100

Source: Field Observation 2024-25

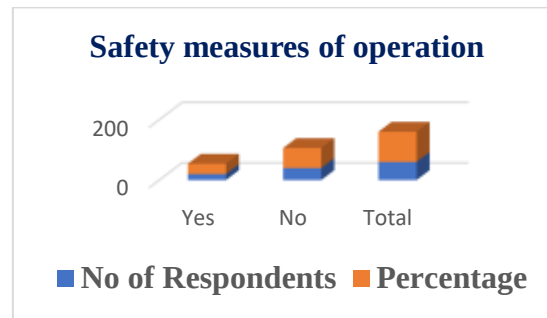


Form the above table, it represents that how nearly 48% of respondents stated that training helps to increase the programmes help in increasing productivity & out of 60 respondents 20 were telling that is more helpful to increase the productivity i. e. only to a little extent, while 34% & remaining was telling that means 5 & 6 respondents believed it helps to some & little extent i. e. 8% & 48%. a greater extent. majority of employees (75%) opined that training programmes help in building their career.

8.7. Safety measures of operations

Sl. No	Category	No of Respondents	Percentage
1	Yes	20	34
2	No	40	66
3	Total	60	100

Source: Field Observation 2024-25

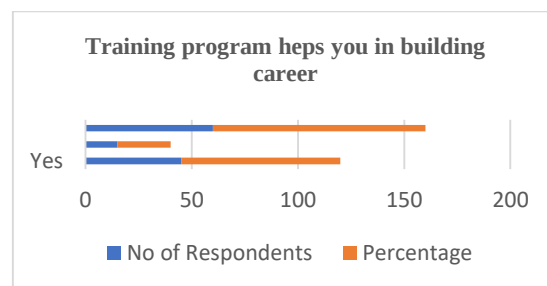


The table represents that around 66% of respondents stated that training programmes do not include adequate information regarding safety measures of operations.

8.8. Training program helps you in building your career.

Sl. No	Category	No of Respondents	Percentage
1	Yes	45	75
2	No	15	25
	Total	60	100

Source: Field Observation 2024-25

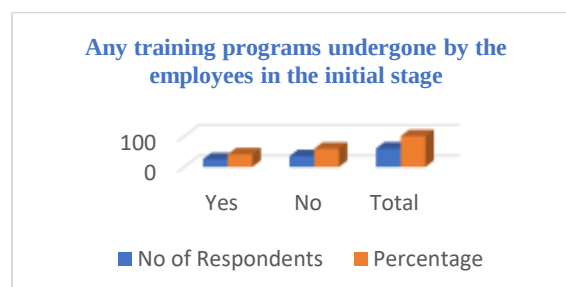


From the above table, it shows that majority of employees (75%) opined that training programmes help in building their career.

8.9. Any training programs are undergone by the employees in the initial stage.

Sl. No	Category	No of Respondents	Percentage
1	Yes	25	41
2	No	35	59
	Total	60	100

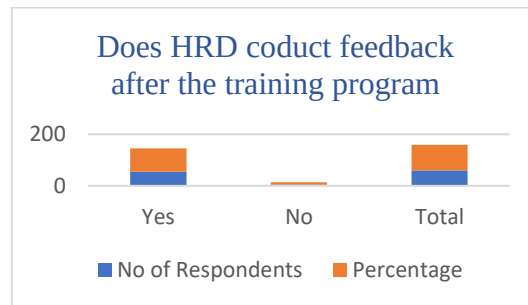
Source: Field Observation 2024-25



From the above table it responds About 59% of respondents stated that they did not receive training during the initial stage of employment.

8.10. Does HRD conduct feedback after the training program

Sl. No	Category	No of Respondents	Percentage
1	Yes	55	91
2	No	5	9
	Total	60	100

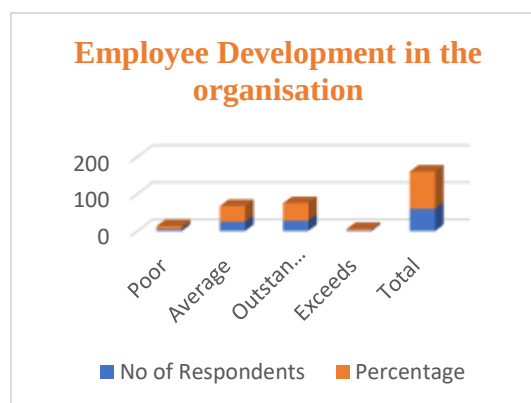


From the above table, we found that out of 60 most respondents about 55 respondents i.e. (91% were telling%) agreed that they conduct the HRD department conducts feedback sessions after training and remaining 5 respondents i.e. 9% were telling they do not conduct feedback after training programmes.

8.11. Employee development in the organization.

Sl. No	Particular	No of Respondents	Percentage
1	Poor	05	8
2	Average	25	42
3	Outstanding	28	47
4	Exceeds	02	3
	Total	60	100

Source: Field Observation 2024-25



From the above table it represents that out of 60 respondents that 60 respondents up to 5 respondents i.e. 8% told it's poor and 25 and 47% told average and outstanding and about 3% respondents told it exceeds. From the above table it represents regarding employee development in the organization, 47% rated it as outstanding, while 42% considered it average.

8.12. Company using modern HR training and development.

Source: Field Observation 2024-25

Sl. No	Category	No of Respondents	Percentage
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1	Good	50	25
2	Excellent	10	42
3	Average	60	33
4	Poor	0	0
	Total	60	100

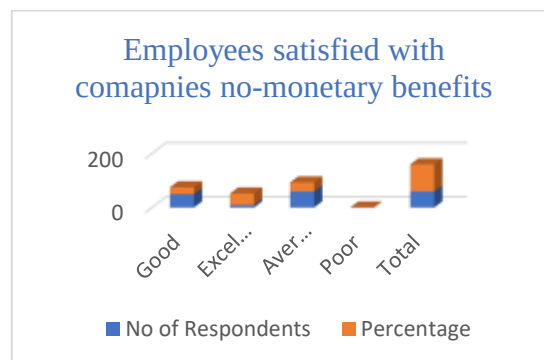


From the above table, it is clear that outmajority of 60 respondents about 50 respondents i.e. (83%) agreed that the company uses modern HR training and development and remaining 10 respondents i.e. 17% disagreed that the company do not use the modern training programpractices.

8.13. Employees satisfied with companies' non-monetary benefits.

Sl. No	Category	No of Respondents	Percentage
1	Good	50	25
2	Excellent	10	42
3	Average	60	33
4	Poor	0	0
	Total	60	100

Source: Field Observation 2024-25

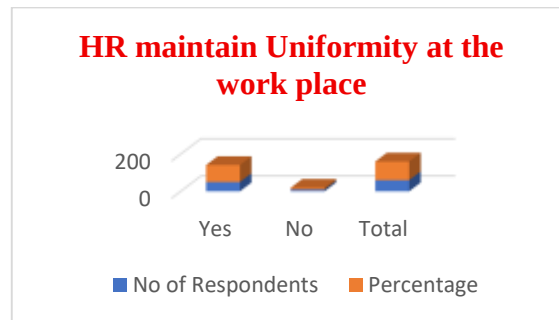


From the above table, it is clear that out of 60 respondents, about 50 respondents i.e. 25% told that companies41% of employees rated non-monetary benefits is good and other respondents i.e. 41% told itsas excellent. About, whereas 33% of respondents told that isconsidered them average.

7.14. Is HR maintain uniformity at the work place

Sl. No	Category	No of Respondents	Percentage
1	Yes	50	91
2	No	10	9
	Total	60	100

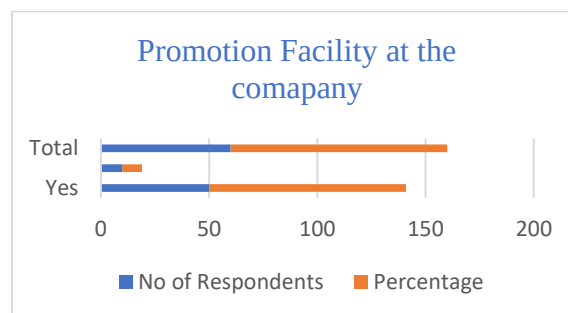
Source: Field Observation 2024-25



From the above table, it is clear that majority of 60 candidates about 55 respondents were agreed(91%) stated that HR maintainmaintains uniformity at the work place and remaining 5 respondents i.e. 9% did not agree with uniformity in the work placeworkplace.

8.15. Promotion Facility at the company

Sl. No	Category	No of Respondents	Percentage
1	Yes	50	91
2	No	10	9
	Total	60	100

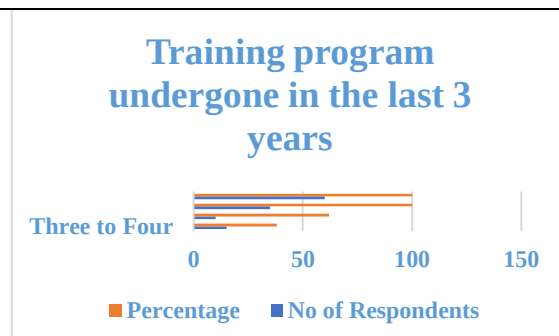


From the above table, it is cleared employee opinions regarding the company's promotion policy were mixed, with 50% supporting the policy and 50% expressing disagreement.

8.16. Training Programs undergone in the past 3years by employees.

Sl. No	Category	No of Respondents	Percentage
1	Three to Four	15	25
2	More than 4	10	17
3	No training	35	58
	Total	60	100

Source: Primary Data



The table shows that 59% of the respondents did not undergone any training programmes during the past three years, while 25% attended three to four training programmes and 17% attended more than four programmes. This indicates that a majority of employees have not received adequate training, highlighting the need for more regular and inclusive training initiatives. (84%) agreed that training programmes are an essential component.

9. Factors influencing training programme among employees in the organization

The primary data collected from employees reveals that training and development programmes play an important role in improving employee performance and organizational productivity. A majority of respondents (84%) agreed that training programmes are an essential component for employees, while 75% stated that training helps in building their career growth. Further, 48% of employees believed that training increases productivity to a little extent and 34% felt it increases productivity to a greater extent. The study also shows that the organization uses modern HR training and development practices, as agreed by 83% of respondents. In addition, 91% of employees opined that HR maintains uniformity at the workplace and conducts feedback after training programmes, which reflects effective HR practices within the organization.

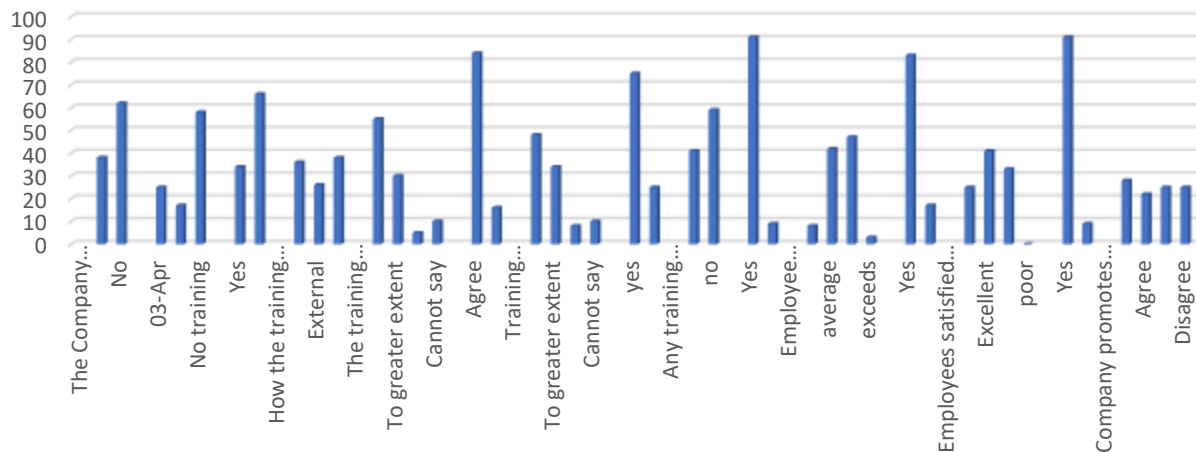
10. Factors influencing training programme among employees in the organization

Particulars	Response
The Company evaluates the effectiveness of training programme	
Yes	38
No	62
The training programme undergone in the past 3 years by employees	
3-4	25
More than 4	17
No training	58
Training programme include information about the safety measures of operations.	
Yes	34
No	66
How the training programme are conducted	
Internal facilities	36
External	26
Both	38
The training programme helped in increasing the employee's performance	
To little extent	55
To greater extent	30
Some extent	5
Cannot say	10
The training programme an essential component for the employees.	Response
Agree	84
Disagree	16

Training programmes helps in increasing productivity	
To little extent	48
To greater extent	34
Some extent	8
Cannot say	10
Training programme helps you in building your career	
yes	75
no	25
Any training programmes are undergone by the employees in the initial stage	
yes	41
no	59
Does HRD conduct feedback after training programme?	
Yes	91
no	9
Employee development in the oraganisation	
Poor	8
average	42
outstanding	47
exceeds	3
Is company using modern HR training & development?	
Yes	83
No	17
Employees satisfied with companies no-monetary benefits.	
Good	25
Excellent	41
Average	33
poor	0
Is HR maintain uniformity at the work place?	
Yes	91
No	9
Company promotes promotion policy at the workplace	
Strongly agree	28
Agree	22
Strongly Disagree	25
Disagree	25

SOURCE: Primary Data

9.1. Factors influencing training programme among employees in the organization



Overall, the study highlights that training and development programmes have a positive influence on employees and organizational growth, but certain improvements are necessary. While 55% of respondents stated that training improved employee performance to a little extent and 30% felt it improved performance to a greater extent, opinions regarding promotion policies were mixed, with 28% strongly agreeing and 22% agreeing that the company promotes fair promotion policies, whereas 25% strongly disagreed and another 25% disagreed. Moreover, employee development was rated as outstanding by 47% and average by 42% of respondents. Therefore, the organization should focus on conducting regular training programmes, improving safety training, and strengthening evaluation and promotion policies to enhance employee satisfaction and organizational effectiveness.

9.2. The rate of training programs helped in increasing the employee performance

Sl no	Rating category	Respondents
1	To little extent	33
2	To greater extent	18
3	Some extent	3
4	Cannot say	6
	Total	60

Sl. no	Rating category	Likert scale	Frequency	F(x)
1	To little extent	4	33	132
2	To greater extent	3	18	54
3	Some extent	2	3	30
4	Cannot say	1	6	60
	Total		N=60	Σ(x)=276

Source: Primary Data

Mean Score= $\frac{\sum f(x)}{N}$

N

$$= \frac{276}{60}$$

$$= 4.6$$

$$= 4.6$$

Interpretation:

Mean Score = 4.6

Middle Point = 2.5

Mean score value 4.6 is greater than middle score 3 ($4.6 > 3$)

Since $4.6 > 3$ = training programmes helped in increasing the employee performance.

9.3. Testing of Hypothesis

Null Hypothesis (H_0): There is no significant relationship between training programs and employee performance.

Alternative Hypothesis (H_1): There is significant relationship between training programs and employee performance.

Cross Tabulation of training programs undergone in the last three years				
Three to Four	15	25		
More than 4	10	17		
No training	35	58		
Total	60	100		
Primary Data				
O	E	O-E	(O-E) ²	(O-E) ² /E
15	20	-5	25	1.25
10	20	-10	100	5
35	20	15	225	11.25
Total	60			17.5
Source: Computed Data				

$$\chi^2 = \frac{\sum (O-E)^2}{E}$$

N

$$\chi^2 = 17.5$$

df = n-1 (degree of freedom)

$$df = 3-1 = 2$$

P value = 0.001

Significance level = 5%

Table value = 5.991

Decision : $17.5 > 5.991$

The tabulated value of χ^2 at $\alpha = 0.05$ and degree of freedom at 2 is $\chi^2_{0.05, 2} = 5.991$

Interpretation: -

The calculated chi-square value 17.5 is greater than the table value (5.991) at 5% level of significance. Since $P < 0.05$ the result is statistically significant. Therefore, the null hypothesis is accepted. This indicated that is a significant relationship between training programme and employee performance of KAVIKA.

Improvement & Suggestion:

The primary data indicating the company should provide continuous and need-based training programmes because the statistical results indicate a significant relationship between training and employee performance.

Additionally, training effectiveness should be evaluated regularly to ensure improvement in employee productivity and organisational growth.

Conclusion:

The study concludes that training and development programmes play an important role in employee performance, productivity, and career development. Although employees recognize training as an essential component, the findings reveal that many employees have not undergone adequate training programmes in recent years and that the effectiveness of such programmes is not regularly evaluated. The organization has adopted modern HR practices and maintains workplace uniformity, but there is scope for improvement in areas such as safety training, training effectiveness evaluation, and promotion policies. Therefore, the company should focus on conducting regular and need-based training programmes to enhance employee performance and organizational effectiveness.

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