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# Training and Development Practices in Organised Retailing in Belagavi City

Hanumesh Nayak (Corresponding Author)<sup>1</sup>, Prof. S. B. Akash (Co-Author)<sup>2</sup>

*Research Scholar, Rani Channamma University, Belagavi Assistant Professor, A.S. Patil College of Commerce (Autonomous), Vijayapura*

*Professor and Chairman, Dept. of Post Graduate Studies and Research in Commerce Rani Channamma University, Belagavi*

**Abstract--** The organized retailing plays a very pivotal role in modern business since the sector has huge contributions towards export, GDP, and employment. Also, it greatly contributes to the betterment of people's economic conditions. However, the business is dynamic and it is changing every day which leads to many challenges, it has its challenges before modern retailing business organizations to get work from employees according to the changing business environment. Effective training and development are crucial for maintaining business growth and improving employee performance. This study looks into the importance of structured training programs and professional development initiatives in organized retail, with a focus on their impact on operational efficiency, customer satisfaction, and employee retention. Training in this sector typically covers customer service, product knowledge, inventory management, and the use of technology to streamline operations.

**Keywords--** Business Growth, professional development initiatives, operational efficiency, employee retention, competitive advantage.

## I. INTRODUCTION

The Indian retail industry is growing rapidly, driven by economic expansion, rising incomes, and changing consumer lifestyles. In 2005, it was valued at ₹1,00,000 crore, contributing about 10% to GDP, with organized retail forming ₹3,500 crore (3.5%) of total revenues. Traditionally dominated by small, unorganized shops like grocery and drug stores, the sector has seen a shift toward organized retail, especially in metropolitan cities. This growth is fueled by evolving consumer behaviour, higher disposable incomes, and a preference for one-stop destinations combining food, entertainment, and shopping. India now has over 2,500 supermarkets, 900 departmental stores, and 800 malls, with major domestic players such as Reliance Industries, Tata Group, D-Mart, and Pantaloons investing heavily. Global brands like Walmart, KFC, McDonald's, and Gap are also expanding their presence. The retail industry, which contributes over 10% to GDP and 8% to employment, ranks as the world's fifth-largest market.

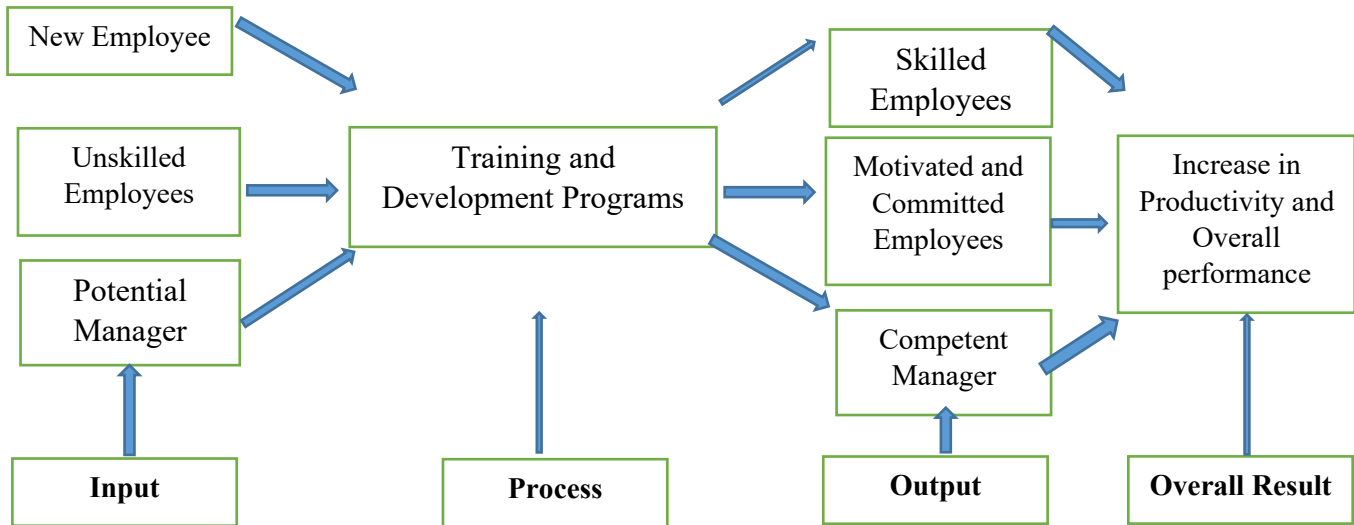
Total consumption expenditure is expected to reach US\$1.1 trillion by 2027 and US\$2 trillion by 2032, up from US\$883 billion in 2020.

The overall retail market is projected to double to US\$1.7 trillion by 2026, driven by middle-class growth, lifestyle changes, and increasing digital connectivity.

E-commerce is another major growth driver, expected to reach US\$325 billion by 2030, up from US\$70 billion in 2022. Despite this growth, challenges persist — over 90% of trade still occurs through local independent stores. The market faces issues such as geographical diversity, small ticket sizes, limited IT usage, and counterfeit products. India also has the highest retail outlet density (7 per 1,000 people) but the lowest per capita retail space (2 sq. ft.). The luxury retail market is projected to grow at 3.17% annually to US\$17.67 billion by 2024, driven by rising urban incomes and brand-conscious youth in tier 2 and 3 cities. Between April and June 2024 alone, India attracted US\$22.5 billion in FDI into retail (DIPP). With continued domestic and foreign investments, rapid digitalization, and expanding consumer demand, India's retail and e-commerce sectors are poised for sustained and dynamic growth.

## II. CONCEPT OF TRAINING AND DEVELOPMENT

Training and development in retail organizations refer to the systematic process of enhancing employees' knowledge, skills, and competencies to improve individual and organizational performance. It involves structured programs designed to equip employees with the technical, interpersonal, and customer-handling abilities required in the dynamic retail environment. Effective training ensures higher productivity, better service quality, and employee retention, while development initiatives focus on long-term career growth and leadership potential. In the retail sector, continuous training and development are essential to adapt to changing consumer behaviour, technological advancements, and competitive market demands.



### III. REVIEW OF LITERATURE

1. **K. Sumathi, R Vidya, K Sujatha 2020** research paper entitled “HRD practices- A strategic tool for employee engagement at organized retail organizations” researcher found that employees training and developments are having positive impact on the employees performance appraisal and also it improves the motivation and job satisfaction hence training and development a facilities has to be provided to employees so that they can understand advanced skills to engage and implement in their work.
2. **Uraon 2018** conducted a study on "the impact of HRD practices on organizational commitment and intention to stay within selected a software companies in India." The study was to examine the impact of comprehensive HRD practices on organizational commitment and employee intention to stay. The result of the study shows that HRD practices have a positive impact on employee intentions to stay as well on the three components of organizational commitments.
3. **Sunita Shukla, GK 2018**, research paper titled employee friendly policies away out attraction with special reference to study of software firms in Pune. Found that to meet the unique need of the organisation retention policies to be kept in mind. The researcher has found that employee friendly policies and systems and other innovative methods of employee welfare programs are must to retain the employees and minimise attrition full stop in this research paper
4. **Yongqiang Li Guanglei and others. (2015)**. The influence of collective HRM practices on team level identification. in this research survey the influence of collectivist human resource management practices on team-level identification collecting empirical data from firms in different regions of China, we found that the collectivism-oriented HRM approach has a positive effect on employees' team-level relational identification
5. **Srinivas P S, 2015** in the research paper published in Journal of health research and reviews in 2015 “ IT professionals are subjected to high level of stress which affects their mental health by doing yoga job anxiety and perceived stress modifiable in Indian IT professionals has reduced . The IT companies must ensure to reduce stress levels among their employees.

### IV. STATEMENT OF THE PROBLEM

Training and Development practices plays very significant role in an organisation because the performance of employees directly impacts the profitability, customer satisfaction, and overall success of organized retail stores. In an era where AI is transforming job roles and demanding new competencies, a workforce that is not adequately trained and developed risks becoming obsolete, leading to decreased productivity, high turnover rates, and a diminished competitive edge.



Therefore, understanding how HRD practices can effectively equip employees with the necessary skills to adapt to technological advancements and improve their performance is crucial for the long-term viability and growth of the retail sector.

#### V. OBJECTIVES OF THE STUDY

- To understand the different training and development practices adopted by the selected retail organisations
- To understand the impact of training and development practices on employee performance

#### VI. RESEARCH METHODOLOGY

The research paper is descriptive and exploratory in nature and it is based on both primary and secondary data. Primary data has been collected from employees and managers of organized retail outlets in Belagavi city through structured questionnaires and interactions, while secondary data has been obtained from journals, research articles, reports, and organizational records. The scope is limited to organized retail formats such as supermarkets, departmental stores, and large retail chains operating within the geographical boundaries of Belagavi city.

##### *Research methodology:*

Research methodology is a method to solve the research problem systematically. It involves gathering data, use of statistical techniques, interpreting and drawing conclusions about research data.

#### VII. DATA SOURCES

There are two type of data sources available to the research processes

1. Primary data
2. Secondary data

*Collection of Primary data:* The primary data is collected by using primary methods such as structured questionnaires and observation methods are used to collect primary data from the employees of the different organizations.

*Collection of secondary data:* secondary data means the data that is referred to the data which have already been published by someone else. Secondary data is collected from various journals, books, websites, Newspapers, and other research reports.

##### *Sample Size:*

The study comprised a total of 43 respondents, representing employees working in organised retail stores located in Belagavi city. The sample size was determined based on the accessibility and willingness of participants, considering time and resource constraints during the data collection period. Although previous studies, such as Omoikhudu (2017), used larger samples ( $n = 150$ ) to study training and development in the retail sector, the present research focused on a smaller geographical area.

##### *Sample Design:*

According to the Central Limit Theorem, a sample size of more than 30 is generally regarded as adequate to assume normality and to perform parametric statistical tests (Charan & Biswas, 2013). A post-hoc power analysis ( $\alpha = 0.05$ , power = 0.80) revealed that with  $n = 43$ , the study could detect medium-level effects (Cohen's  $d \approx 0.44$ ) and large effects ( $d \approx 0.88$ ) with sufficient statistical power (Cohen, 1988). Hence, the sample size of 43 respondents was both statistically acceptable and practically feasible.

The study adopted a non-probability convenience sampling method for data collection. Retail stores located within accessible proximity in Belagavi city were approached, and data were collected from employees who were available and willing to participate. This method was suitable considering the exploratory nature of the study and the absence of a complete sampling frame. Convenience sampling is commonly employed in management and behavioural research where the aim is to gather insights from easily reachable respondents rather than to generalise findings to a larger population (Etikan, Musa, & Alkassim, 2016). Therefore, this approach was considered appropriate for understanding the training and development practices in organised retail stores within the study area.

#### VIII. TOOLS AND TECHNIQUES OF THE STUDY

The collected data were coded, tabulated, and analysed using SPSS software. Both descriptive and multivariate statistical techniques were applied to meet the objectives of the study.

- Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to summarise the demographic characteristics and responses of the participants.
- Reliability analysis was conducted using Cronbach's Alpha coefficient to test the internal consistency of the questionnaire items.



- Sampling adequacy and validity were verified using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett’s Test of Sphericity.
- To identify the underlying dimensions of training and development practices, Principal Component Analysis

(PCA) with Varimax rotation was performed. The PCA helped in data reduction and extraction of key factors influencing employee perceptions of training and development.

**Table No. 1:**  
**Descriptive Statistics of Employees’ Perceptions on Training and Development Practices**

Items	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
N	43	43	43	43	43	43	43	43	43	43
Mean	3.93	4.12	4.35	4.05	4.23	4.09	4.30	4.33	4.40	4.23
Std. Deviation	1.033	.931	.973	1.133	1.020	1.151	.741	.892	.877	.922
First Quartile	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Median	4.00	4.00	5.00	4.00	5.00	4.00	4.00	5.00	5.00	4.00
Third Quartile	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

The descriptive statistics presented in Table 1 provide valuable insights into employees’ perceptions of training and development practices in organized retail stores in Belagavi. The mean scores for all ten items ranged from 3.93 to 4.40 on a five-point Likert scale, indicating that respondents generally held favourable views toward training initiatives. The highest mean score was observed for “*Training enhances coordination*” (M = 4.40), followed by “*Training increases confidence*” (M = 4.35) and “*Training improves customer satisfaction*” (M = 4.33). These findings suggest that employees strongly associate training programs with improvements in teamwork, self-assurance, and customer-related outcomes. Conversely, the lowest mean score was recorded for “*Training improves performance*” (M = 3.93), which, while still positive, indicates relatively lower agreement compared to other dimensions.

The standard deviations, which ranged between 0.741 and 1.151, reflect moderate variation in responses. Notably, “*Training motivates employees*” (SD = 0.741) demonstrated the least variability, suggesting a high degree of consensus among respondents regarding the motivational benefits of training. In contrast, “*Training improves technological skills*” (SD = 1.151) and “*Training maximizes productivity*” (SD = 1.133) exhibited the greatest variability, implying that perceptions of these outcomes may differ based on employees’ roles, experience levels, or prior exposure to training.

Percentile values further reinforce the positive inclination of responses. The majority of items recorded a median of 4 or 5, indicating strong agreement across respondents. In particular, *confidence* (Q3), *market awareness* (Q5), *customer satisfaction* (Q8), and *coordination* (Q9) achieved median values of 5, reflecting very high levels of endorsement from employees.

**Table No. 2:**  
**Distribution of Respondents by Designation**

<b>Designation</b>	<b>Frequency</b>	<b>Percentage</b>
Associate	7	16.3
Associate Store Operator	2	4.7
Cashier	9	20.9
CSA	10	23.3
Head Cashier	1	2.3
Moving Merchandise	2	4.7
Promoter	2	4.7
Sales Assistant	8	18.6
Sales Executive	2	4.7
<b>Total</b>	<b>43</b>	<b>100.0</b>

The table no. 2 indicates that the majority of respondents were Customer Service Associates (23.3%), followed by Cashiers (20.9%), Sales Assistants (18.6%), and Associates (16.3%), while other designations such as Associate Store Operator, Promoter, Sales Executive, and Moving Merchandise staff accounted for smaller proportions. This shows that the sample is predominantly composed of employees in frontline operational roles within retail stores.

The table no. 3 shows that a majority of respondents (30.2%) have 2 years of experience, followed by 23.3% with 1 year of experience and 18.6% with 3 years of experience. Only a small proportion (2.3%) have as many as 9 years of experience. This indicates that most employees in the study are relatively new to their jobs, with fewer respondents having longer tenure.

**Table no. 3**  
**Experience of Respondents**

<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>
1	10	23.3
2	13	30.2
3	8	18.6
4	4	9.3
5	3	7.0
6	4	9.3
9	1	2.3
<b>Total</b>	<b>43</b>	<b>100.0</b>

**Table no. 4:**  
**Educational Qualification of Respondents**

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
Degree	16	37.2
Master	1	2.3
PUC	21	48.8
SSLC	5	11.6
<b>Total</b>	<b>43</b>	<b>100.0</b>

The table no. 4 reveals that the majority of respondents (48.8%) have studied up to PUC, followed by 37.2% who hold a Degree. A smaller portion, 11.6%, have completed SSLC, while only 2.3% of respondents possess a Master's degree.

This indicates that most employees have an intermediate level of education, with comparatively fewer holding higher qualifications

**Table no. 5**  
**Organization-wise Distribution of Respondents**

Organization	Frequency	Percent
D-Mart	24	55.8
Jio-Mart	1	2.3
P.N.G.	1	2.3
Reliance Smart Point	3	7.0
Reliance Trends	1	2.3
V2 Mall	1	2.3
Vishal Mega Mart	11	25.6
Zudio Store	1	2.3
<b>Total</b>	<b>43</b>	<b>100.0</b>

The above table indicates that the majority of respondents (55.8%) are employed in D-Mart, followed by 25.6% working in Vishal Mega Mart. Smaller proportions are employed in Reliance Smart Point (7.0%), while only 2.3% each are from Jio-Mart, P.N.G., Reliance Trends, V2 Mall, and Zudio Store. This shows that most responses were gathered from employees of larger retail outlets, particularly D-Mart and Vishal Mega Mart.

**Table no. 6:**  
**Number of Training Sessions Attended by Respondents**

Training Sessions Attended	Frequency	Percent
1	1	2.3
2	8	18.6
3	11	25.6
4	7	16.3
5	4	9.3
6	2	4.7
7	3	7.0
8	2	4.7
9	3	7.0
10	2	4.7
<b>Total</b>	<b>43</b>	<b>100.0</b>

The table highlights that the highest proportion of respondents (25.6%) have attended 3 training sessions, followed by 18.6% who attended 2 sessions and 16.3% who attended 4 sessions. Smaller groups of respondents have attended between 5 to 10 sessions, each ranging from 4.7% to 9.3%. Only 2.3% of respondents reported attending just 1 training session. This indicates that most employees have attended a moderate number of training sessions, with fewer participating in very few or very many sessions.

**Table 7:**  
**Reliability of Training & Development Satisfaction Scale**

Cronbach's Alpha ( $\alpha$ )	Number of Items
0.842	10

To examine the internal consistency of the instrument, Cronbach's Alpha coefficient was calculated for the ten items measuring employees' satisfaction with training and development practices. The result revealed a Cronbach's Alpha value of 0.842. According to Nunnally (1978), a coefficient of 0.7 or higher indicates acceptable reliability, while Hair et al. (2010) suggest that values above 0.8 demonstrate good reliability. Since the obtained value exceeds the recommended threshold, it can be concluded that the items used in the questionnaire are internally consistent and reliable. This implies that the scale effectively measures the underlying construct of satisfaction with training and development, and the data are suitable for further statistical analyses.

#### IX. KAISER-MEYER-OLKIN (KMO) AND BARTLETT'S TEST

To examine the sampling adequacy and the suitability of data for factor analysis, the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity were applied. As shown in Table 2, the KMO value of 0.695 is above the minimum acceptable value of 0.60, indicating an adequate sample for factor analysis. The Bartlett's Test of Sphericity was significant ( $p < 0.001$ ), confirming that the correlation matrix is not an identity matrix.

**Table 8:**  
**KMO and Bartlett's Test**

Test	Value
KMO Measure of Sampling Adequacy	0.695
Bartlett's Test of Sphericity (Sig.)	0.000

*Total Variance Explained*

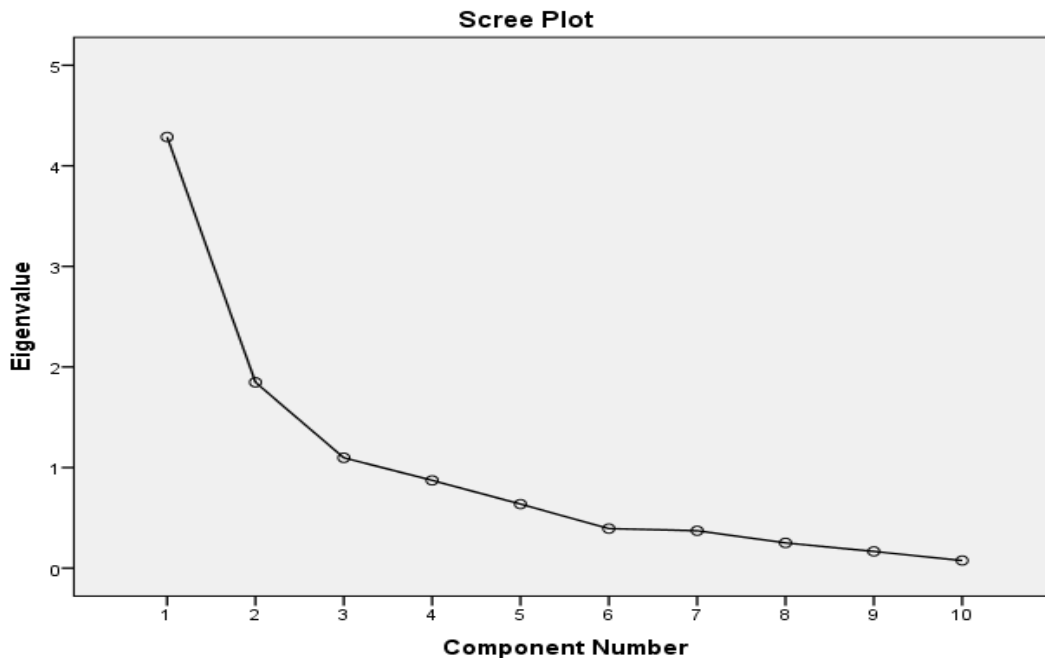
Principal Component Analysis (PCA) with Varimax rotation was conducted. Three components with eigenvalues greater than 1 were extracted, explaining 72.32% of the total variance. The detailed results are provided in Table 3.

The three extracted factors together explain more than the minimum acceptable threshold of 60% (Hair et al., 2010), suggesting that the components adequately represent the dataset.

**Table 9:**  
**Total Variance Explained**

Component	Initial Eigenvalues (% of Variance)	Cumulative %	Rotation Sums of Squared Loadings (% of Variance)	Cumulative %
1	42.87	42.87	32.40	32.40
2	18.48	61.34	21.30	53.70
3	10.97	72.32	18.62	72.32

*Fig: Screen plot*



The scree plot (Figure X) indicated a clear inflection point after the third component, suggesting that a three-factor solution is appropriate.

This finding is consistent with the eigenvalue-greater-than-one rule, where the first three components explained 72.32% of the total variance.

*Rotated Component Matrix*

**Table 10:**  
**Rotated Component Matrix (Varimax Rotation)**

Item No.	Statement	Factor 1: Skill & Performance Enhancement	Factor 2: Motivation & Team Orientation	Factor 3: Confidence & Knowledge Growth
Q2	Training increases efficiency	0.719	-	-
Q4	Training maximizes productivity	0.685	0.648	-
Q6	Training improves technological skills	0.670	-	-
Q8	Training improves customer satisfaction	0.850	-	-
Q10	Training helps overall development	0.904	-	-
Q1	Training improves performance	-	0.687	0.496
Q7	Training motivates employee	-	0.824	-
Q9	Training enhances coordination	-	0.476	0.520
Q3	Training increases confidence	-	-	0.933
Q5	Training essential for market trends	0.419	-	0.559

The rotated component loadings are shown in Table 10. Loadings greater than 0.40 were considered significant for factor interpretation. Based on the rotated loadings, three distinct factors emerged. Factor 1 relates to Skill & Performance Enhancement (Q2, Q4, Q6, Q8, Q10). Factor 2 represents Motivation & Team Orientation (Q1, Q7, Q9). Factor 3 reflects Confidence & Knowledge Growth (Q3, Q5, partly Q9).

**X. DISCUSSION**

The findings suggest that training and development practices in organized retail stores of Belagavi are positively perceived by employees. The high mean scores indicate that training is not only seen as a tool for skill development but also as a motivator for teamwork and customer service excellence.

The demographic analysis highlights that the workforce in organized retail is relatively young and moderately educated, with most employees possessing PUC or degree-level qualifications. This implies that training becomes essential for bridging knowledge gaps and equipping employees with the skills required for modern retail operations.

The fact that most respondents are concentrated in large-scale retail chains such as D-Mart and Vishal Mega Mart shows that structured training practices are more visible in bigger organizations. Smaller retail outlets, with fewer respondents, may lack formalized training programs.

Factor analysis further strengthens the argument that training contributes holistically — from enhancing technical and performance-oriented skills to motivating employees and fostering confidence.



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The multidimensional nature of training impact aligns with existing literature, which emphasizes that effective training contributes not just to individual performance but also to organizational growth and customer satisfaction.

#### XI. CONCLUSION

The study concludes that training and development practices adopted by organized retail stores in Belagavi are effective and well-received by employees. Training is strongly linked to improved coordination, confidence, and customer satisfaction, demonstrating its role as a strategic tool for workforce development. However, the analysis also indicates that training exposure is moderate, with many employees attending only a limited number of sessions. To maximize impact, retail organizations should increase the frequency and depth of training programs, particularly focusing on advanced skills and career development opportunities.

Overall, training and development emerge as a critical driver of employee performance, motivation, and customer service in the retail sector, reinforcing the need for continuous investment in structured and innovative training initiatives.

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