

# A Study On Impact Of Training Programs On Performance Of Pharmaceutical Production Executives

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## ABSTRACT

Effective SOP training, current GMP training, and on-the-job training are all examples of training that should be evaluated, documented, and assessed so that a trainer can determine whether retraining of the staff is essential. The organisation will only use skilled and qualified trainers for training. Employees are a company's greatest asset. The performance of the industry's workforce determines its success. Upper management is aware of the value of investing in employee training because it helps to increase productivity and prepares workers for the demands of today's cutthroat business environment. The "effect of Training on Employee Performance in the Pharmaceutical Industry" is another goal of this study. Many pharmaceutical firms failed to recognise the value and necessity of high-quality training programmes for their personnel, which stunted the advancement of workers' skill sets. Even worse, they did not assess the employees' level of training before giving them particular tasks. As a result, the company's ultimate product will be of lower quality and less in accordance with the different rules that must be followed. In addition to correct direction and training methodologies, self-efficiency is related to "why training programmes fail." This article discusses those shortcomings and how to get past them by getting the right kind of training that will produce positive outcomes. As a result, there is a lot of room for research in the subject of training because training is a powerful weapon for raising industry standards. Employees are essential to any organisation. One of the key HRM methods for boosting employees' performance and competitiveness at work is training. This essay examines pharmaceutical training procedures and their effects.

**Key Words:** Training, Employee Performance, Performance and Development Areas, Pharmaceutical Industry, Productivity, Development.

## INTRODUCTION

As a result of regulations set forth by various regulatory agencies, the modern pharmaceutical business has matured. New pharmaceutical products must now demonstrate their efficacy and safety before being advertised and sold. To tackle the issues facing the pharmaceutical industry, pharmaceutical staff must receive training. Effective training programmes are always beneficial to the pharmaceutical industry, which is currently

undergoing many difficulties and changes. It has been noted that a lack of skilled, experienced, and capable workers has driven organisations to come up with creative solutions to keep their prized workforce. Industry is required to enhance quality, increase productivity, reduce waste and costs, and eliminate inefficiency in order to compete in the increasingly competitive environment. All staff are given the responsibility to complete their tasks with the highest care and dedication.

Each employee in the healthcare manufacturing sector needs job-specific training in technical skills, SOPs, and GMP knowledge. Companies must use a systematic approach to training design, development, and execution to support this requirement. The pharmaceutical sector benefits from training in order to achieve compliance, customer safety, product quality, and their development requirements. However, many pharmaceutical industries did not understand the value and necessity of providing their employees with high-quality training programmes, which resulted in a lack of improvement in the employees' skill levels and a lack of conformity of the company's final product with the various regulations to be followed.

### **Training Needs Assessment / Analysis**

An increasing number of consulting firms and people focus on assisting customers in determining their training needs. Knowing whether someone actually needs training and, if so, what the training should accomplish before beginning makes sense. Determining what training is needed is therefore generally the first step in the training process.

Pharmaceutical has its own methods for determining training needs. Identifying the organization's training needs is the first step. The Human Resource Department must identify who needs what training on an individual as well as a group level because training is seen as a crucial investment that affects organisational development. Employers waste time and money by sending staff members to pointless external trainings or by holding pointless internal training sessions. Employee unhappiness and a decline in the working environment result from this. The second phase in the training requirements assessment is to determine the precise knowledge and skills needed for various jobs and tasks. The job description forms could be useful here. This step also stresses the training environment (on/off the work, indoors/outdoors, etc.) and potential errors that

could diverge from the program's intended goals.

In the majority of industrialised nations, including the United States of America, Britain, and Japan, human resources have contributed significantly to national growth. The logical conclusion is that a developing nation like Pakistan, which has abundant natural resources and the required financial assistance, can likewise achieve such economic success if the right attention is paid to the growth and training of its human resource. Thus, it can be observed that organisations in Pakistan are making the necessary efforts to guarantee that individuals obtain the necessary information and skills. Organizations must offer their employees comprehensive, long-term programmes for training and development. This is due to the fact that every aspect and function of an organisation involves people. For instance, a manager in an organisation won't be successful until he has subordinates beneath him who are well-equipped with talent, skill, and knowledge because the growing diversity of today's workforce brings a wide variety of environments and languages. Lack of training results in a loss of communication and performance-enhancing abilities for the company's workforce. The information and resources needed to do the task are readily available to trained individuals. Employees who lack proper training are unable to adapt to changes that occur both inside and outside of the organisation. The process of investing in individuals so they are prepared to perform is known as training and development. These procedures are a component of a comprehensive human resource management strategy that is intended to inspire individuals to work hard. It follows that every organisation must address the issue of employee development and training. However, there are significant differences between organisations in the number, quality, and amount of training that is conducted. Organizations must provide excellent staff training.

## RESEARCH QUESTION AND OBJECTIVE OF THE STUDY

How much do training programmes improve employee performance in terms of an organization's growth? There are following objectives of the study:

- 1) To determine the organization's main training objectives.
- 2) To determine how training and development are incorporated into organisational operations.
- 3) Determining how a training programme affects employee performance.

## RESEARCH METHODOLOGY

Using the questioner and testing on a group of pharmaceutical employees, quantitative research is used to determine how well the employees performed following company-provided training. However, a pilot study is done first to assess the validity of our questioner before the main research is done, using 15

professionals. Thus, the essential information about the dependent and independent variables is gathered. We first received a list of pharmaceutical firms, after which we made a selection of companies. We next obtained the official employee population list, together with a list of names and their corresponding departments, from the HR departments of the selected companies. The people who work in the various divisions of pharmaceutical firms, such as finance, human resources, marketing, diagnostic, research and development, etc., are chosen at random. By calculating the population in the sample size formula, 1,219 employees from the four pharmaceutical companies make up the total population being polled. Therefore, we have taken 30% of the workforce from each company. As a result, 370 questionnaires were given out, as shown in table number 1.

**Table no.1: Data table.**

<b>Company</b>	<b>HC/ Highest category</b>	<b>Field Force/sales</b>	<b>Back Office (HC-Field force/sales)</b>	<b>Sample (30%)</b>
A	1097	606	491	150
B	319	180	139	42
C	988	744	244	74
D	345	0	345	104
<b>Total</b>			<b>1219</b>	<b>370</b>

The questioners use a self-administrated questionnaire that they have modified from earlier study articles. According to the table, it is divided into four sections: A and B1, B2, B2A, and B2B.

**Table no. 2: Data table.**

	<b>AIM OF QUESTIONNAIRE</b>	<b>TYPE OF QUESTION</b>	<b>QUESTION NO</b>	<b>STATISTIC TECHNIQUES</b>
A	Respondents Information	Multiple Choice Questions	1-5	(%) age
B1	Training	5-Likert Scale	1-8	Reliability, Descriptive, Correlation & Regression
B2	Employee Performance	5-Likert Scale	A-E	Same as above
B2A	Performance Areas	5-Likert Scale	A-E	Same as above
B2B	Development Areas	5-Likert Scale	A-E	Same as above

**Response Rate**

The return rate, also known as the response rate, is a measure of a survey-based study's effectiveness. A total of 356 of the 370

questionnaires submitted to the four pharmaceutical companies for this study were returned, yielding a 96% response rate, as shown in table 3.

**Table no.3: Rate of response**

<b>Company</b>	<b>Questioners Distributed</b>	<b>Returned questionnaire</b>	<b>Response %</b>
A	150	150	100
B	42	32	76
C	74	74	100
D	104	100	96
Total	370	356	96

**Findings and Interpretation**

It includes an analysis of the respondents' responses. Tables are used to analyse responses in order to establish reliability and perform descriptive statistics, correlation analysis, and regression analysis.

**Scale Reliability**

By looking at the value of Chronbach's ( $\alpha = .7$ ), which denotes adequate reliability, we may

determine whether the questioner we designed is reliable and acceptable.

Table 4 displays the total Chronbach's alpha value, which is ( $\alpha > 0.7$ ) for all variables, indicating that the study's questioner may be trusted to be valid and reliable.

**Table no. 4: Cronbach's value**

VARIABLES	CATEGORY	% AGE
Training	8	.820
Performance areas	5	.766
Development areas	5	.801

### Respondent profile

Respondents are prompted to provide answers to questions pertaining to their personal data. According to the responder profile, there were more men (62.6%) than women (37.4%) in the pharmaceutical industry. The majority is in the

age group (30-40 years). The data above shows that the majority of respondents in the pharmaceutical industry were middle-aged, including both male and female respondents. The majority of them were wed and had attained the master's degree level in education.

**Table no.5: Profile Respondent table**

VARIABLES	CATEGORY	% AGE
Gender	Male	62.6
	Female	37.4
Age	20-30	29.5
	30-40	43.0
	40-50	20.5
	50-60	7.0
Marital status	Single	32.9
	Married	66.9
	Divorce	0.3
Education	Bachelor	29.8

	Master	69.1
	Intermediate	1.1
	1-15 years	75.8
	16-25	16.9
	26-36	5.3
	Above 37	0.3

## RESULTS AND DISCUSSIONS

This article examines the "training" that delays workforce expansion and ultimately improves employee performance across a range of performance and development domains. The key assets of an industry are its employees. Employees that receive training can better grasp how their work fits into their organisations. As a result, training staff is crucial to keeping the sector on track. Since the pharmaceutical industry is currently experiencing major changes and challenges as a result of industrialization, it is clear from the literature we have read that training is one of the key factors that affects an employee's performance. As a result, companies now believe that better training would improve their employees' performance.

Hence Given the foregoing, the current study's main objective is to comprehend the "effect of training on employee performance. A sample of 356 people from the pharmaceutical industry, comprising four pharmaceutical companies, is used in the study. A self-administrated survey of 356 employees is undertaken with a response rate of 96%, using a random sampling technique. The respondent's profile demonstrates that the pharmacy preferred an experienced, mature, educated, and informed individual in their organisation since the experienced person dealt with clients in the pharmacy industry more

passionately on a daily basis and understood their work better.

The foundation of each organisation is its human resource management activities. Organizations spend a lot of money on employee performance development because better employee performance eventually leads to better organisation performance. Incorporating the interests of the organisation and the workforce into training is crucial to achieving an organisational goal, according to Stone R. J. Human Resource Management (2002). In order to improve employee performance, Iftikhar Ahmed and Siraj-ud-din (2009) concurred that training and development is a crucial task. According to Brinkerhoff (2005), an organisation cannot continue to pay for the training it provides if it is not reviewed in order to fulfil its strategic goals, mission, and effectiveness.

According to Chris Obisi (2011), training objectives are the things that an employee will accomplish and acquire after completing the training course. It is considered that there are some shortcomings before an employee begins any training programme. If the inadequacies are corrected following the training, the training's goal has been accomplished. When training is not reviewed, the investment and its outcomes cannot be tested, and resources may be spent on ineffective activities, according to Food and Hook (1996). By assuring the appropriate

training, an organisation can improve and raise the calibre of its workforce. Any training course that is not pertinent shouldn't be taken. Training should be planned to address issues and close workforce gaps.

According to Holton (2000), training should be planned and delivered in a way that gives learners the opportunity to apply what they have learned to their current jobs. An important factor in selecting training supply is the nature of the job and the firm's history. Systematic and ongoing training programmes are effective. Singh and Mahanty (2012) talked about how novice workers pick things up by trial and error, self-evaluation, and asking questions, whereas seasoned workers pick things up through practical experience. According to Deming (1982), on-the-job training enables employees to learn their jobs more effectively. In general, on-the-job training saves time and money.

Job characteristics and firm history are key factors in determining the training provision. According to study by Sultana, Irum, Abmed, and Mehmood (2012), employees who participate in off-the-job training are less likely to participate in on-the-job training, while those who receive on-the-job training are neither more nor less likely to have participated in off-the-job training. However, it was discovered that getting informal training and getting off-the-job or on-the-job training go hand in hand. There is a beneficial association between training and employee performance, as Sultana, Irum, Ahmed, and Mehmood (2012) further discussed.

In their 2010 paper, Benedicta and Appiah said that training results in Appiah (2010) agreed in their article that training benefits both the organisation and the people by improving employee performance through the development of employee knowledge, skills, abilities, competencies, and behaviour.

## CONCLUSION

Any organization's most precious resource is its workforce. And the effectiveness and productivity of a workforce have a significant impact on the success or failure of an organisation. The impact of training on production is substantial. This paper analyses and investigates the review of the literature on employee performance and development. Additionally, it demonstrated how training raises staff productivity throughout the board of the company.

## RECOMMENDATIONS

Employee training is frequently one of the first things to be cut in an industry because it is seen as an expense, but in our opinion, this is the biggest mistake businesses can make. We must always keep in mind that employees are assets, not expenses, and that by investing in them, you will help your business grow. In light of the conversation above, we came up with the idea that businesses should provide their staff with training.

So, my recommendations are:

1. To encourage pharmaceutical firms to regularly conduct "management training programmes."
2. To advise businesses to assess their training programmes to ensure that they are satisfying employee needs because this is important for ensuring the training course's success.
3. It is advised for the managers to do training need analyses so that the businesses can fully achieve their training objectives.

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