



## A STUDY ON IMPACT OF TRAINING AND DEVELOPMENT ON SALES WITH SPECIAL REFERENCE TO PHARMA INDUSTRY

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### **Abstract**

*Every organization desires that it will grow continuously and make and retain its position in the competitive and continuously changing market environment. For that the employees of the different level in the organization must be skilled and talented. But all the employees of the different level have not that type of required skills and this required training to improve the skills with the framed training programs. To increase the overall development and competency of managerial personal in the light of the present requirement as well as the future requirement. For the performance of existing managers and to provide for a planned growth of managers to meet future organizational requirements.*

**Keyword: Organization, Market Environment, Training Programs, Development and Competency.**

### **Introduction**

Pharmaceutical company's aim is to make profit and similarly through marketing company makes profits and satisfying customer needs and wants. Hence, the company and marketers have to understand the real needs, their wants, what they belief and attitude of customers towards their products and services. With Product patent being implemented in India, the operating dynamics of the Indian pharmaceutical industry are poised for significant changes. In today's pace at which Indian companies it is possible for them and they also able to introduce new formulations till now is likely to slow down considerably. One of the biggest worry and changes for the future would be the focus on the 'marketing' activities. Companies need to identify the significant momentum to drive their corporate performances. In totally, they need to understanding customer needs and their expectations which would become the mantra for success in coming future. Similarly one of the major focusing point is Marketing is an exciting dimension of human activity, which is also true for Pharmaceutical marketing. The study says that core of marketing is increasing the consumption of marketed products and services. So the by applying various marketing techniques Pharmaceutical marketers can distribute free samples and induce their doctors to prescribe requisite medicines.

### **Why Train Employees**

Training and development is "a process of systematically developing expertise in individuals." To improve employees' skills and knowledge for their current jobs and to make employees to prepare for future jobs. Training and development start with a training needs assessment and complete with measuring outcomes. A training needs assessment is "the process of determining the organization's training needs and seeks to answer the question of whether the organization's vision and mission along with their objectives, needs and problems can be addressed so that the gap between optimal performance and actual performance.

Employee training and development initiatives can transform organizations with providing extra skills to your employees to not only increase safety y and productivity but training leads to higher job satisfaction, which shows up in better corporate performance. A training programme should be established only when it is felt that it would assist in the solution of specific operational problems. The most important step, in the first place, is to make a thorough analysis of the entire organisation, its operations and manpower resources available in order to find out "The trouble spots" where training may be needed. It should, however, be noted that training is not a cure-all.



### Review of literature

**Craven,1997**, there is some link between training and good performance but the direction is difficult to identify. Nonetheless, what is known for sure is that the training and development of staff is relevant in better performing companies. The difficulty in identifying the correlation between training as well as performance is attributed to the determination of changes in performance. Measuring knowledge acquired is easy to determine. But to measure skills and attitude development is a different aspect to consider.

**McGregor, 1988**, Training is a process through which a person enhances, develops his efficiency which helps to increase in capacity and finally effectiveness at work with the help of improving and updating his knowledge in time to time and also understanding the need based skills which relevant to their job. It also helps a person's interpersonal skills and cultivate appropriate desired behaviours and attitudes towards its work and people too.

**Lowell L Brayan, Claudia I. Joyce and Leigh M Weiss (2001)** in their article on Making a Market in Talent has explained that few companies use talented people in competitive advantageous way by maximizing their visibility and mobility and creating work experiences to feed and develop their expertise. Many frustrated managers search in vain for right person for particular job, knowing for working in same company.

**Spherion (2001-02)** in Introduction to Talent Management has stated that talent management involves individual and organizational development in response to changing and complex operating environment. Every person has unique talent that suits a particular job profile and any other position. It is the job of management, particularly of human resource department, to place candidates with prudence and caution. Challenge of talent management has two facets, i.e., to find appropriate person and to retain at appropriate position. Both the issues are associated with work performance of the organization.

### Research Methodology

For this study, descriptive research method is utilized. This descriptive type of research utilises observations in the study. The purpose of employing this method is to describe the nature of a situation.

### Objectives of Study

For scientific approach to a research work it is essential that systematic procedure be adjusted. Researcher proposes to study in depth the various aspects of strategies of training and development adopted by Pharmaceutical industry. Following are the objectives of study.

- To understand the effect of training and development on the sales growth of Pharmaceutical industries
- To analyze whether cost incurred on training and development activity is an investment or expenses to an organization.
- To study the various aspects of strategies of training and development adopted by Pharmaceutical industry.

### Hypothesis

Training design has significant effect on the organizational performance. To increase the knowledge and skills in the job training is given to the employees therefore our first hypothesis is:

**H0: Training & development has not significant effect on the Employee performance. H1: Training & development has significant effect on the Employee performance.**

### Area of Research



In this research, the researcher is trying to study the impact of Training & Development on the sales growth of pharmaceutical industry. This research will be limited to the Pharmaceutical industries.

Among all HR practices, only impact of training and development on sales growth will be studied. In the course of research the various aspects of training and development strategies will also be covered.

**Sample Collection**

Collecting the data from all the factors related with employee training while studying for thesis. Due to limited resources of time, labor & money it is decided to focus on sample survey technique to study the impact of training.

**Sample Size:** 100 No. (Employees)

**Data analysis**

The study sample comprised of 100 employees of different organizations. The sample is mixed like both male and female. The data is collected through a questionnaire consists of 29 questions. Questions are mixed and close ended questions with the use of a five point Likert scale consisted of strongly disagree, disagree, neutral, agree and strongly agree. All questionnaires were distributed and collected by hand from the offices of the organizations in the office timings. Questionnaires were collected and 100 of them gave the response to our questionnaire. After checking those all were found correct and the respond rate was 100%. These questionnaires were included in the study. The analysis of the questionnaire was undertaken using Statistical Package for Social Sciences (SPSS). All mean and medians were calculated using SPSS. Descriptive statistics was used to determine the independent.

**Table-1: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ORGANISATION CULTURE & MALE EMPLOYEE BENEFIT	100	1.00	5.00	3.9500	.84537	.715	-.928	.241	1.678	.478
ORGANISATION CULTURE & FEMALE EMPLOYEE BENEFIT	100	2.00	5.00	4.0000	.79137	.626	-.749	.241	.574	.478
Male EMPLOYEE PERFORMANCE	100	2.00	5.00	4.0400	.70953	.503	-.750	.241	1.213	.478



EMPLOYEE PERFORMANCE	100	2.00	5.00	4.1400	.63596	.404	-.364	.241	.472	.478
MALE EMPLOYEE TRAINING AND DEVELOPMENT	100	1.00	2.00	1.2600	.44084	.194	1.111	.241	-.782	.478
FEMALE EMPLOYEE TRAINING AND DEVELOPMENT	100	1.00	2.00	1.0900	.28762	.083	2.909	.241	6.595	.478
MALE EMPLOYEE DELIVERY STYLE	100	1.00	3.00	1.4800	.79747	.636	1.225	.241	-.282	.478
FEMALE EMPLOYEE DELIVERY STYLE	100	1.00	5.00	3.6400	1.07797	1.162	-.865	.241	.289	.478

**H1: Training & development has significant effect on the Employee performance.**

**Table-2: Z-Test**

<b>z-Test: Two Sample for Means</b>	<b>Variable 1</b>	<b>Variable 2</b>
Mean	3.5825	1.90375
Known Variance	0.4395	0.0975
Observations	100	100
Hypothesized Mean Difference	0	
Z	22.9086176	
P(Z<=z) one-tail	0	
z Critical one-tail	1.644853627	
P(Z<=z) two-tail	0	
z Critical two-tail	1.959963985	

**Interpretation:**

It is very difficult for an employee to perform well at the job place without any pre-training. Trained employees perform well as compared to untrained employees. It is very necessary for any organization to give its employees training to get overall goals of the organization in a better way. Training and development increase the overall performance of the organization, although it is



costly to give training to the employees but in the long run it give back more than it took. Every organization should develop its employees according to the need of that time so that they could compete with their competitors.

All these results proved that Hypothesis which is H1: Training & development has significant effect on the organizational performance is accepted.

### Findings

- Out of the total 100 samples, respondent feel that training Program helps to enhance their productivity in the various areas like 14% felt increase in their morale, 25% felt increased in productivity and 61% felt that it helps in speed of work. The studied

figure indicates that continues training will give the motivation to the employee who ultimately helps in their work i.e. speedy work and we can say that timely completion of the work. It also being noticed that with the increase working culture employees have also improve their productivity which is highlight a positive sign amongst the employees and organization too. Need area is to improve the moral amongst the employees with various welfare activities gives the positive result into that.

- 78 percent respondents feel that training Program helps to enhance their productivity which results into their professional and personal growth also.
- 82 percent respondents feel that training Program helps themselves as well as company to achieve their targeted objectives.
- 100 samples respondent feel that after training Programme it helps to enhance their productivity in the various areas like 12% in Knowledge, 24% in skills, 23% in quality of work and rest 41% respondent feel that after training it helps in all the above three major areas.
- 100 samples respondent 6% feel poor, 9% average, 19% feel good, 47% feel very good and 19% respondent feel excellent after training Program. The major part in this is organization should always focused on need based training and this they will get from proper evaluation of their performance in structured format and with the help of this information and information received from the feedback of the employees in the framed format will give the idea to identify and frame the need based training program. This will also generate the thrust area and fill the gap which was done in the last.
- 79 percent respondents are satisfied with the organizational training and development programme. It indicates that employees are ready to accept the change and challenge to enhance their productivity and growth of the industry.
- 70 percent respondents feel that they have the opportunity to grow and prosper in the organisation. It is green signal for the organization as it seems that company is well taking care of their employees who have positive outcome and bridge the gap between the employees and organization.
- 100 samples respondent 64% responded that every six month they are undergo for training which indicates that this steps helps to increase the productivity of the employees and helps to increase personal and professional growth too.
- 100 samples respondent 39% responded having said that their performance is not appropriately rewarded with raises, incentives, rewards and recognition. This figure gives the alarming signal that equal no. of respondent is positive and negative about their personal and professional growth. So this is again a grey area for organization and should think on appropriate manner which will build the trust



and confidence among the employees and organization too.

### Suggestions

- Organisation should focus on gray areas of the organisation.
- Need area is to improve the moral amongst the employees with various welfare activities gives the positive result into that.
- Modern tools are used for good communication, especially when such vast competition is existing in pharmaceutical industry in India. There are various institutions, private training classes, who are training on communication skills.
- It is suggested that pharmaceuticals companies will ensure proper working environment for their employees.
- Most of the pharmaceutical employees have a high dissatisfaction on compensation policy. The Pharmaceutical companies should restructure their compensation policy to grab and retain valuable human capitals. Performance appraisal evaluates employees' job performance both in qualitative and quantitative aspects that cause positive intension toward work and enhance employees' productivity.
- To raise the level of performance, firms should consider the aspects of human recourses, which are the capacity and competencies.
- Most of the employees are not satisfied with the industrial relations. The companies should take necessity actions as soon as possible for pleasant sounding industrial relations.
- Pharmaceutical companies should develop proper human resource policy and given emphasis on proper human resource practices to enhance the satisfaction of their employees and building them effective human resources.

### Conclusion

- It indicates that in any organization or specifically this organization have to have professionalism which brings the decent work culture and functionality and ultimately helps to promote productivity of the organization. Even this also have a positive sign for the employees too. Employee's integrity brings the win-win situation sign for both the employee as well as organization in the terms of productivity and growth too. Research data shown in the above reflects that more than 80% respondent agree to this and it is must for the vertical level of the organization to maintain the same for future welfare.
- As it has been figure out that employees are very emotional about their monetary part and they also motivated with them if they feel that they are getting fair enough pay according to their capability and skills. On the other hand organization should also look out the monetary part with the different set of levels. In pharma compare to salary there is fair enough amount of perks and perquisites which help the employees to motivate and perform well in the organization. Organization should look into this major aspects according to their target set in the financial year every year.
- It is a good sign that organization used to prefer on the job training so that employee can attempt the same in a very serious manner.
- that every six month they are undergo for training which indicates that this steps helps to increase the productivity of the employees and helps to increase personal and professional growth too.
- It signals that the company is very well taken care of their employees as well the company's objective too.
- It is also understand from the study that respondent feel that they have the opportunity to grow and prosper in the organisation. It is green signal for the organization as it seems that company is well taking care of their employees which have positive outcome and bridge the gap between the employees and organization.



### **Future Scope**

In the past the Indian pharmaceutical market was dominated by MNCs. From a stage of being nowhere, Indian pharmaceutical companies today are not only dominating the domestic market but have also begun to dominate some of the world markets.

One of the main reasons for Indian pharmaceutical company's success is the support from the Government. Various policies followed by the Indian Government initially sowed the seed for development of the Indian pharmaceutical industry. This enabled Indian companies to flourish, and at the same time reduced the expansion of foreign companies in India.

Today, Indian pharmaceutical companies are going global through exports, joint ventures, mergers and acquisitions, and out-licensing. Many Indian players are using these strategies according to their needs. Most of the Indian companies prefer the acquisition strategy to enter Europe and the Greenfield Investment strategy to enter the US market. Indian companies are not only targeting developed and regulated markets like the US, Europe and Japan but has also begun to exploit the opportunities in developing markets like South Africa, Mexico and China thus making open the domestic market for the MNCs and at the same time also getting entrenched in the international market which is evident from the headway made by the Indian pharmaceutical companies in mergers and acquisitions in the recent past.

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