



Effect of Training and Development on Employees' Productivity-A Study on a Pharmaceutical Industry

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ABSTRACT

A study was conducted on the effect of training and development in a pharmaceutical industry and the results of this study effect of training and development on employees productivity in the organization is an important aspect. The relation between employees production and training and development is healthy & positive which results in employees job satisfaction and employees skill improvement. After application of the tests such as ANOVA, Chi square, Descriptive analysis it can be concluded that training has an important role to play and affects employees' productivity favourably.

INTRODUCTION

Training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Development is improving individual performance in their present Roles and preparing them for greater responsibilities in the future. Training and development in HRM are two different activities which goes hand-in-hand for the overall betterment of the employee. The short term and reactive process is training which is used for operational purpose while the long term process of development is for executive purpose. The aim of training & development is improvement of required skills in the employee whereas aim of development is to improve overall personality of the employee. Management takes the initiative to choose right training methods to fill up the skill gap in the organization; the development initiative is generally taken with the objective of future succession planning.

Training and development is always identified as one of the vital Human Resource functions. In most of the organizations training and development is an integral part of the HRD (human resource development) activity. Among the cutthroat competition in the corporate world where skilled manpower is important aspect to gain competitive advantage, training & development acts as a tool for success of organization. As rapid changes in technology are deskilling the employees very quickly, many organizations have fixed certain amount of training hours per year for their employees. The HRD department is focused towards the improvement of the manpower of the organization. The training and development activities are often used to motivate employees and improve their organizational commitment. The HR department has found out that employee really appreciate that they have given an opportunity to build new skills and improve their job performance. Employee feels that organization is totally commitment towards the growth of their manpower and thus they like to be a part of training and development activities. The training development activities are also used to attract new talent towards the organization by publicizing the HRD efforts.

REVIEW OF LITRATURE

Almuth McDowall, Mark N.K. Saunders (2010) studied on UK Managers' conceptions of employee training and development. The first purpose of this paper is to review the practical and theoretical distinctions between training and development in the organisational psychology and human resource development (HRD) literatures. Then the paper seeks to investigate how managers responsible for the training and development function conceptualise these activities in practice, the factors that guide their decision making, how they evaluate the outcomes and the extent to which they perceive a relationship between training and development

Stephen Choo, Christine Bowley (2007) tried to study Using training and development to affect job satisfaction within franchising. A review of the literature on franchising has revealed a significant lack of academic research on employee training in franchise systems. Further, most research in this area tended to focus on training for franchises as part of the overall package. This study seeks to address the shortfall of research in this area by investigating the influence of training and development on an employee's job satisfaction at one of Australia's fastest growing franchises.

Caroline Ann Rowland, Roger David Hall, IkhlasAltarawneh (2017), in their study “Training and development: Challenges of strategy and managing performance in Jordanian banking” tried to explore the relationship between organizational strategy, performance management and training and development in the context of the Jordanian banking sector.

Rosli Ibrahim, Ali Boerhannoeddin, KazeemKayodeBakare(2017) studied “The effect of soft skills and training methodology on employee performance” The purpose of this paper is to investigate the effect of soft skill acquisition and the training methodology adopted on employee work performance. In this study, the authors study the trends of research in training and work performance in organisations that focus on the acquisition of technical or —hard skillsl for employee training and evaluating work performance. This study was conducted to redirect the focus of employee training and development goals to the acquisition of soft skills, which have a very high and lasting impact on improving employee performance.

PattaneeSusomrith, Alan Coetzer, Emmanuel Ampofo(2019) on “Training and development in small professional services firms”: This paper aims to examine whether participation in training and development (T&D) events is associated with employees’ affective commitment and propensity to enact innovative behaviours in small professional services firms. The study also investigates associations between both attitudes towards T&D and policy and practice supportive of T&D and levels of participation in T&D events.Only policy and practice supportive of T&D was associated with participation levels. Participation in T&D events was positively related to affective commitment. Furthermore, employees who participated in more T&D events were more likely to enact innovative behaviours, while affective commitment mediated the positive relationship between number of T&D events attended and innovative behaviours. Contrary to expectations, neither participation in just training nor participation in just development was associated with either attitudes or behaviours.

Sarah Moore Journal of European Industrial Training (1999) “Understanding and managing diversity among groups at work: key issues for organisational training and development”: Explores the concept of diversity in organisational settings, reviewing a variety of key and associated concepts. The concept of diversity is explained as being context dependent, selective and relative. The links between diversity and performance are discussed and the implications for diversity supportive organisational development are explored. The need for support policies, networks, mentors and role models is identified. Finally the issues, barriers and implications associated with the introduction of diversity training are investigated.

Sunyoung Park, Hye-Seung (Theresa) Kang, Eun-Jee Kim (2018) “The role of supervisor support on employees’ training and job performance: an empirical study”: The purpose of this study was to examine the relationships among supervisor support, awareness of employees’ developmental needs, motivation to learn, training readiness, motivation to transfer and job performance.The findings indicate that supervisor support for training directly affected motivation to learn; both developmental needs awareness and motivation to learn had direct and significant effects on training readiness, motivation to transfer and job performance; developmental needs awareness directly affected motivation to learn; training readiness directly affected motivation to transfer.

RESEARCH OBJECTIVES

- To study whether company imparts training to its employees.
- To study whether employees are satisfied with the training provided in the organisation.
- To study overall impact of training on employees’ productivity.

RESEARCH METHODOLOGY

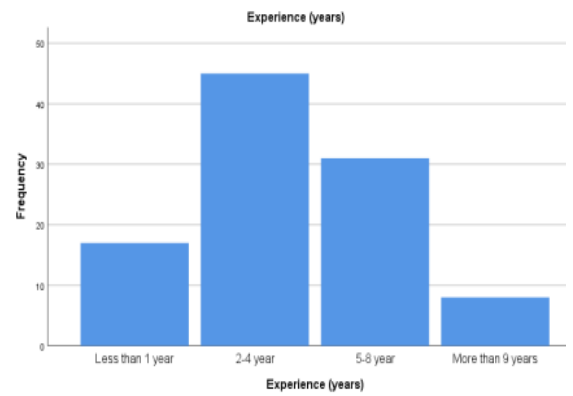
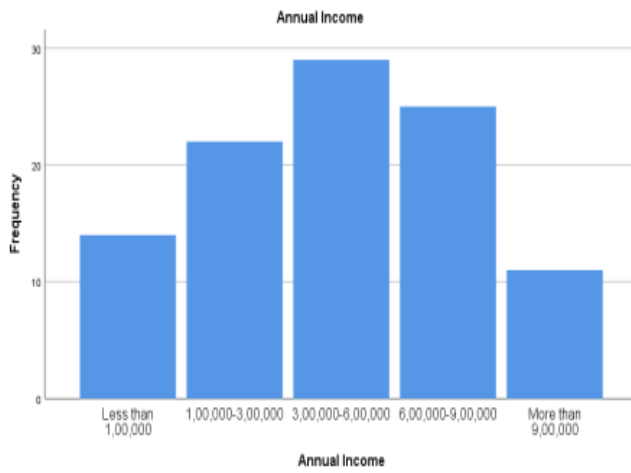
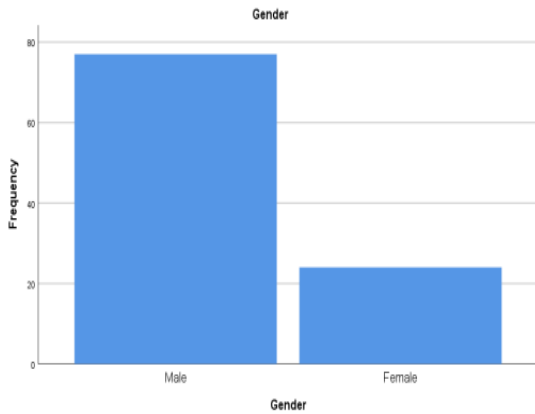
Primary data was used to collect data through a questionnaire in this study. Various tools of SPSS software such as cross tabulation, chi square, descriptive analysis, etc were also used to come up with the final result.

H1: The company provides training to all its employees.

H2: Employees are equally satisfied with the training provided in the organisation.

H3: Training has impact on employees’ productivity.

DEMOGRAPHIC DETAILS OF RESPONDANTS



The demographic details collected from respondents have been presented in the form of various graphs. The graphs indicate there are 76.2% of males are working in the organization and there are only 23.8% females. It can be seen that 40.6% of employees fall in the age group of 21-30% years and only 5% fall under the age group 50 and above. So, it can be interpreted that majority staff in the company is young and minority are old employees. Majority of the employees have an experience of 2-5 years and a very few have an experience of more than 9 years and their annual income is between 3,00,000 – 6,00,000 for 29% employees.

CROSS TABULATION AND CHI SQUARE

Gender Age

		21-30	31-40	41-50	Above 50
Gender	Male	30	32	12	3
	Female	12	9	1	2
Total		42	41	13	5

	Value	df
Pearson Chi-Square	3.191 ^a	3
Likelihood Ratio	3.570	3
Linear-by-Linear Association	.473	1
N of Valid Cases	101	

The crosstabs analysis above is for two categorical variables, Age and Gender .The null hypothesis of the hypothetical study is that these variables are not associated with each other – they are independent variables. From the above tables we can see that there are diverse employees working in the organization, most of the males in the company belong to the age group of 31-40 and females belong to the age group of 21-30.

The chi square test allows us to test this hypothesis.The p-value (.050) appears in the same row in the “Asymptotic Significance (2-sided)” column. The result is significant if this value is equal to or less than the designated alpha level (normally .05). In this case, the p-value is higher to the significant value so the result is non-significant.

Gender* Annual Income

		Less than 1,00,000	1,00,000-3,00,000	3,00,000-6,00,000	6,00,000-9,00,000
Gender	Male	9	17	20	21
	Female	5	5	9	4
Total		14	22	29	25

The crosstabs analysis above is for two categorical variables, Annual Income and Gender .The null hypothesis of the hypothetical study is that these variables are not associated with each other – they are independent variables. From the above tables we can clearly say that there is difference in

	Value	df
Pearson Chi-Square	4.102 ^a	4
Likelihood Ratio	4.321	4
Linear-by-Linear Association	2.555	1
N of Valid Cases	101	

income of males and females and the difference is significant. The highest number of males income is between 6,00,000-9,00,000 lacs and the highest number of females income is between 3,00,000-6,00,000 lacs.

The chi square test allows us to test this hypothesis.The p-value (.001) appears in the same row in the “Asymptotic Significance (2-sided)”

column. The result is significant if this value is equal to or less than the designated alpha level (normally .05). In this case, the p-value is higher than the significant value so the result is non-significant.

DESCRIPTIVE STATISTICS

Descriptive statistics was applied to the below tables to find out how the training & development is imparted and how does it effect the employees productivity in the company and also to find whether it has a positive impact on employees or not.

In the table **Mean, Standard Deviation, Skewness, and Krutosis** was found, and on the basis of all of these the final rank was given.

Mean is the average of a data set.

Standard Deviation is a statistic that measures the dispersion of a dataset relative to its mean and is calculated as the square root of the variance.

Skewness refers to a distortion or asymmetry that deviates from the symmetrical bell curve, or normal distribution, in a set of data. If the curve is shifted to the left or to the right, it is said to be skewed

Krutosis is a measure of the combined weight of a distribution's tails relative to the center of the distribution.

Information regarding satisfaction towards training provided in organisation.

Statements	SA	A	N	D	SD	Total	Valid	Mean	SD	Variance	SKW	Kurtios	Ranks
Experienced Persons Provide Training In The Organisation	11	22	37	9	22	101	101	3.09	1.274	1.622	.156	-.913	1 st
The Person Providing Training Is Expert In The Task Of Providing Training	8	33	26	30	4	101	101	2.89	1.048	1.098	.009	-.911	2 nd
The Trainer Explains Everything Properly	15	30	30	17	9	101	101	2.75	1.170	1.368	.269	-.698	3 rd
The Trainer Communicates Properly During Training Sessions.	9	36	36	11	9	101	101	2.75	1.062	1.128	.513	-.148	4 th

Source: Primary Data

According to the table we can interpret that most positive response was received for the statement "Experienced Persons Provide Training In The Organisation." This means that the training which is provided to the employees are from an experienced persons/individuals.

The statement "The Trainer Communicates Properly During Training Sessions." got the least number of positive responses. This means that there's no proper communication between the employees and the trainer. Most of the other statements have received neutral responses.

	SA	A	N	D	SD	Total	Valid	Mean	SD	Variance	SKW	Krutois	Rank
Training Provided In The Organization Is Well Planned.	18	31	34	7	11	101	101	2.62	1.182	1.397	.513	-.337	11 th
Training Is Provided By Appropriate Person/S.	9	35	32	18	7	101	101	2.79	1.016	1.126	.326	-.486	10 th
Trainees Understand Whatever The Trainer Explains Them.	18	33	24	20	6	101	101	2.63	1.164	1.354	.290	-.824	3 rd
The Company Incurs Sufficient Cost After Training Its Employees.	13	37	24	22	5	101	101	2.69	1.102	1.215	.273	-.780	6 th
Training Increases Knowledge Of Respondents Regarding The Work That Is Being Done.	15	33	29	12	12	101	101	2.73	1.207	1.458	.428	-.629	8 th
Feedback Of Training Is Taken From Employees.	17	32	24	21	7	101	101	2.69	1.181	1.395	.250	-.872	2 nd

Training Reduces Your Errors.	13	29	29	20	10	101	101	2.85	1.178	1.388	.182	-.799	4 th
Training Reduces Wastage.	14	34	27	16	10	101	101	2.74	1.180	1.393	.368	-.689	7 th
Training Results In Reduced Absenteeism Of Trainees.	12	34	26	18	11	101	101	2.82	1.187	1.408	.317	-.789	5 th
Superiors Are Satisfied With Performance Of Trainees After Training Sessions.	15	28	35	16	7	101	101	2.72	1.115	1.242	.217	-.541	9 th
Trainees Are Satisfied With Their Performance.	11	28	26	21	15	101	101	3.01	1.237	1.530	.110	-.987	1 st
Salary/Wages Of Trainees Increases After They Get Training.	9	27	28	25	12	101	101	3.04	1.166	1.358	.038	-.872	2 nd

Source: Primary Data

According to the table we can interpret that most positive response was received for the statement “Trainees Are Satisfied with Their Performance.” This means that the training which is provided by the trainer is satisfactory and the employees/trainees are satisfied with their performance. The statement “Training Provided In the Organization Is Well Planned.” got the least number of positive responses. This means that there’s no properly

planned training which can leave a negative impact on the trainees performance and productivity as well.

The organization should improve, how they provide training to the employees/trainees. Most of the other statements have received neutral responses.

ANOVA ANALYSIS

In the given tables we can see the ANOVA Analysis of 2 Likert Scales.

ANOVA is a technique used to see the significant relationship between the independent variable and dependent variable.

The significance value for ANOVA is less than or equal to 0.05.

A group of various statements and age is taken into consideration in the given two tables.

Table 1

ANOVA		Sum of Squares	df	Mean Square	F
Experienced Persons Provide Training In The Organisation	Between Groups	6.621	3	2.207	1.376
	Within Groups	155.577	97	1.604	
	Total	162.198	100		
The Person Providing Training Is Expert In The Task Of Providing Training	Between Groups	1.424	3	.475	.425
	Within Groups	108.378	97	1.117	
	Total	109.802	100		
The Trainer Explains Everything Properly	Between Groups	5.424	3	1.808	1.335
	Within Groups	131.388	97	1.355	
	Total	136.812	100		
The Trainer Communicates Properly During Training Sessions.	Between Groups	.938	3	.313	.271
	Within Groups	111.874	97	1.153	
	Total	112.812	100		

Grouping Variables: Income

from the table 1 we can see that the statements have some significant value(value have less than 0.05) as well as some non-significant value (value having more than 0.05). "The Trainer Pays Personal Attention Towards Trainees During Training Session." statement have the highest sum of square(168.574), their mean square between groups 1.348 & within groups is 1.696 and the statement the person providing training is an expert in the task of providing training has the least sum of square(109.802) their mean of square between groups .475 & within groups is 1.117

Table 2

Training Provided In The Organization Is Well Planned.	Between Groups	.087	3	.029	.020
	Within Groups	139.615	97	1.439	
	Total	139.703	100		
Training Is Provided By Appropriate Person/S.	Between Groups	1.131	3	.377	.328
	Within Groups	111.503	97	1.150	
	Total	112.634	100		
Trainees Understand Whatever The Trainer Explains Them.	Between Groups	3.300	3	1.100	.807
	Within Groups	132.146	97	1.362	
	Total	135.446	100		
The Company Incurs Sufficient Cost After Training Its Employees..	Between Groups	2.728	3	.909	.743
	Within Groups	118.757	97	1.224	
	Total	121.485	100		

Training Increases Knowledge Of Respondents Regarding The Work That Is Being Done.	Between Groups	3.148	3	1.049	.714
	Within Groups	142.634	97	1.470	
	Total	145.782	100		
Feedback Of Training Is Taken From Employees.	Between Groups	4.792	3	1.597	1.150
	Within Groups	134.693	97	1.389	
	Total	139.485	100		
Training Increases Your Speed Of Work.	Between Groups	3.107	3	1.036	.748
	Within Groups	134.339	97	1.385	
	Total	137.446	100		
Training Reduces Your Errors.	Between Groups	1.073	3	.358	.252
	Within Groups	137.700	97	1.420	
	Total	138.772	100		
Training Reduces Wastage.	Between Groups	5.694	3	1.898	1.378
	Within Groups	133.613	97	1.377	
	Total	139.307	100		
Training Results In Reduced Absenteeism Of Trainees.	Between Groups	4.169	3	1.390	.987
	Within Groups	136.623	97	1.408	
	Total	140.792	100		
Trainees Are Overall Satisfied With The Training Provided In Organization.	Between Groups	1.375	3	.458	.349
	Within Groups	127.397	97	1.313	
	Total	128.772	100		
Superiors Are Satisfied With Performance Of Trainees After Training Sessions.	Between Groups	5.367	3	1.789	1.460
	Within Groups	118.871	97	1.225	
	Total	124.238	100		
Trainees Are Satisfied With Their Performance.	Between Groups	4.636	3	1.545	1.010
	Within Groups	148.354	97	1.529	
	Total	152.990	100		
Salary/Wages Of Trainees Increases After They Get Training.	Between Groups	.447	3	.149	.107
	Within Groups	135.395	97	1.396	
	Total	135.842	100		
Trainers Believe That They Will Get More Employment Options After Getting Trained.	Between Groups	1.738	3	.579	.369
	Within Groups	152.321	97	1.570	
	Total	154.059	100		

Grouping Variables: Income

from the table 2 we can see that the statements have some significant value(value have less than 0.05) as well as some non-significant value (value having more than 0.05). "Training is provided in the organization is well planned" statement have the highest sum of square(139.703), their mean square between groups .029 & within groups is 1.439 and the statement superiors are satisfied with your performance has the least sum of square(124.238) their mean of square between groups 1.789 & within groups is 1.225.

CONCLUSION

From the above study we conclude that employees think training and development helps in increasing the productivity and reduce time wastage. The employees are also satisfied with the training given in the company, but they still need to build strategies to improve their productivity even further.

- The company also provides social practices, and helps spreading awareness with various diseases.

SUGGESTIONS

- The organization should focus more providing feedback and suggestions to the employees.
- They should provide small breaks in between to lighten up employees work burdens.

- The employees in the organization should also encourage self-appraising process to satisfy their requirements.
- The organization should introduce different ways to conduct training in the organization which can motivate the employees as well as improve their skills.

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