

Impact of Training in Pharmaceutical Industry in Dehradun

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ABSTRACT

In any organization employees play a significant role to develop the culture & turnover of the organization. Among this, training is a major tool of Human Resource through which they increase the productivity of their employees job related competitiveness and effectiveness. From the effective training, an organization can perform a better task as compare to the other organizations. This paper is focusing on the training practices, procedure and impact of training in pharmaceuticals companies in Dehradun. In this paper researcher tries to focus on importance and impact of Training on the employees. We tries to focus on the increasing trend of training in the organization. We all know that now a days jobs have become more stressful and complicated in the pharmaceuticals industry. Due to a high competition, salaries become higher and higher and benefits must be constantly improved. There is lower turnover rates & higher accident rates in pharmaceutical industry as compared to other industrie.

Keywords: Accidents, Employees, Training, Turnover.

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INTRODUCTION

For any business money, material, supplies, equipment, & idea about the product of any organization to conduct the business effectively & these all things are under the observation of the Human Resource. The major role of Human Resource Management is to meet the business needs of any organization with the individual and collective needs of the people employed in it. One of the strategic tools for implementing this belief is training and development initiatives. Among all tools training is the most important & effective tools of any organization to ensure the use of employees effectiveness. Training is the only tool through which we can improve the efficiency of employees & from this we can make a remarkable impact on the productivity of the organizations. Earlier there is no scope of training in any organization even HR employees are unaware about the training but now a days there are lots of promotions tools & technology actively participate in the training programs through which employees organization can get some new updates about the technology and productivity

Training Needs Assessment/Analysis

Some of the consulting companies are helping there

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vendors to identify the training needs of the employees. While providing the training to any employees we have to find out that whether that particular employees really need training & if yes then what kind of training is required in what particular topics. Training traditionally starts with determining the requirement of training. Training is an essential investment that impacts organizational & employees development & growth. The Human Resource Department has to understand that employees need which kind of training like whether it is of group training or individual training. Conducting the useless internal training & sending them for the unnecessary external training is not only waste of monetary resources but also the waste of time of that particular employees for work processes. So this is not the beneficial for both side i.e. organization & employees.

This creates the dissatisfaction from the employees side towards the working environment. Training is basically depends on the effectiveness of the employees that how effectively training is done and shows positive impact on the results like the productivity, timing, wastage, accidents etc.

In the Training Need Analysis (TNA) it's mainly focus to understand the technical skills and knowledge required for particular tasks and positions in the organization. The job descriptions of any employees helps to identify the training need analysis in this matter. This step also focus for the different training (on/off the job, in-house/outdoor, etc.) and the probable mistakes that may deviate the intent of the program.

Finally, With the help of competencies matrix we differentiate the topics & area in which training is mentioned. Before conducting the training of any employee firstly determined via Training Need Analysis forms in which that indicate their existing competencies, areas for improvement and the extent for improvement. In the final stage it determines that whom employee will attend what training on which subject and when with all the schedule mentioned in the yearly calendar. The preparation of the calendar is usually at the beginning or quarter of the year or in some organization it happens in end of year. At the time of calendar they usually mentioned the budget of expense that required in training's and prepare the trainings of external & internal according to this for the whole year.

For the training there are some steps of the Training Need Analysis that is mentioned below:

Training Need Analysis Steps

Step 1: Determine desired outcome

- Clarify goal of training & expected business outcomes.
- Training goal should correspond to a business objective.

Step 2: Link desired outcomes with employees behavior

- Identify the competencies (like behavior, skills, knowledge) that are linked to desired outcomes.
- Collect information & data from subject matter expert to determine which competencies are critical to achieve the outcomes.

Step 3: Identify trainable competencies

- Evaluate the critical competencies & evaluate if they are ability one should possess to job entry.

- List of critical competencies that are either element that should be considered in hiring practices.

Step 4: Evaluate competencies & determine performance gaps

- Evaluate current competencies & identify the difference & gap of between the current & desired ability.
- To evaluate the current competency level use performance, test, survey, interviews etc.

Step 5: Prioritize training need

- Identify the percentage of employees who need training on the competencies.
- Recognize the value of the competencies to the business objective.
- Together the need & importance will allow you to identify the training priorities

Step 6: Determine how to conduct the training

- Considered adult learning theory & best practices in training on particular competencies.
- Training method can be range from OJT, Mentoring, Classroom & lecture, web based, conference, Academic programs.

Step 7: Conduct the cost benefit analysis

- Considered the cost associate with the training method & impact on the business
- Cost factor include: Training time, content, travel expense, training content delivery method.

Types of Training Programs in Pharmaceuticals Organization

- On Job Training
- Off Job Training
- Yearly Training Calendar / Continuous Training
- Unscheduled Training's -Market Complain, New Machine Installation /Software etc.

LITERATURE REVIEW

- Ali Malawi & Nada Haydar (2018), explain that the training will influence employee and their working abilities resulting in improved performance & further productive change the serve to build the performance of the employees.
- Jaoude (2015), organizations explained the high-level training have been able to realize three times increasing profits compared to competitors.
- Neelam Tahir (2014) discussed that organization get the skill and trained employees for the better



performance in the organization through getting the effective Training & Development programs held in the organization & employee will be easily competent when they have the ability & skill of doing the task.

- Singh and Mahanty (2012) discussed that new employees in any organization learn from research & development, self-consideration and contemplation by asking the questions regarding their work from their superior and experienced employees learn from their job experience.
- Obisi Chris (2011) said in his paper, that the main training objectives are what employees achieve when they go through the training programs. It is assumed that every employee of the organization has some deficiencies. And if through the training we improve or overcome from that deficiencies, it means the objective of the training has been achieved.
- Benedicta and Appiah (2010) said in his paper, that through the training it generates benefits for the employees as well as the organization because employees get influence and get updated their skills, ability, competencies & behavior through the effective training. There is a major difference between those organizations who gave the effective training in a regular manner and those organizations that do not.
- Ahmed Iftikhar and Ud-din Siraj (2009) said in his paper, that through the effective training of employees it will increase the performance of the employees.
- Colombo and Stanca (2008) & Konings and Vanormeligen (2008) explained that for any successful firm's training is the one of the major fundamental & effectual instrument of employees through which they can resulting in higher productivity.
- Brinkerhoff (2005) said in his paper that in organization there is no use of the training until it will be helpful to achieve the organization's strategic goals, mission, and effectiveness
- Stone R.J. (2002) said in his paper that, for achieving the goals of the organizations employees should take the effective training through which they update their skills and knowledge that will be helpful for the organization.
- Holton (2000), training programs should be designed & deliver in such a way to the trainee that will be helpful to them to enhance employees ability & learning back to the job. Effective training programs are systematic and continuous
- Evans and Lindsay (1999) explained that organization are invest into their employees through training programmers that is dedicated to generating profits for its owners and providing quality service for its customers.
- Sole and Mirabet (1997) discussed that training programs of employees are depend on the training needs of the employees and implementation of an adequate training plan.
- Carlos A. Primo Braga (1995) suggest that every organization should provide training to their employees according to their time and the skills through which they give a better contribution towards the success of the company & give a tough competition to their competitors.
- Foot and Hook (1996) explained that training should be evaluate properly because if the training is not evaluate properly then the investment on that training & its effects cannot be tested and resources can be wasted in inadequate activities. Effective training is designed like that so it will be helpful to fill the gap of employees. Productivity of employees is increased through the effective training program which is helpful for both organization & employees.
- Deming (1982), explained that from the on Job training employees get a better way to understand their work & knowledge. On job training reduce the cost of organization & save the time of employees which is useful for the company growth.

OBJECTIVE OF STUDY

During the study we will observe & analyze the effect of training on the productivity of organizations and the number of accidents in the organizations .Effective training will enhance the performance of employees, leading to growth in productivity. Proper training can reduce no of accidents in the organizations also.

HYPOTHESIS OF STUDY

- **H1:** There is impact of training on performance of the organization.
Ho: There is no impact of training on performance of the organization
- **H1 :** There is a direct impacts of training on accident happen in the industry
Ho: There is no impact of training on accident happen in the industry.

METHODOLOGY

We have surveyed 27 of pharma organizations of

Dehradun but only 12 organizations provided the data of training and performance of their employees. From this survey we got the primary data from the Human Resource team of 12 organizations in regarding the number of training provided to the employees and the impact on productivity & frequency of occurrence of accident during that period. The data they provided us was of the last two years on quarterly basis.

Sampling

Sample included 27 pharma organizations

Data Collection

Data is collected with the help of Human Resource team in the form of comparison like number of training, turnover during that time and frequency of occurrence of accidents during that time

SCOPE OF THE STUDY

The scope of research is to analyses the Impact of training in increasing the performance of the organization.

Through this study, the impact of training can be observed through the performance of employees.

DISCUSSION AND FINDINGS

We have done a survey of Pharma’s organizations, regarding the number of training and their effect on the organizations in Dehradun locality like Selaqui, Rampur, Mobawala, and IT Park in Dehradun. We had tried to take feedbacks from the 27 organizations but only 12 organizations had shared their some of data & feedback of training status. These organizations include manufacturing & data is mentioned in the chart below:

Table 1.1 is showing the effect of training on the productivity and the accidents happen in the organizations. The data is collect on the quarterly basis of two years i.e. 2017, 2018. Turnover is mentioned in lakh /crore figures. The whole data is collected from the 12 pharma organization situated in Dehradun location. All the 12 pharma organizations show s fluctuation in number of trainings.

Table 1.1: Primary data

Year		Cris Pharma	Nasa Pharmaceutical (cepha)	Signature Pharma	Uni Medico Lab	Cooper Pharma	East African	Modhike Pvt Ltd	Sidmak Laboratories	Verve Humancare	Ved Lifescience	JK Prints	Daffohils Laboratories	
2017	<i>Quaterly I</i>													
	No Of Training	46	18	15	62	22	72	34	89	38	35	78	57	
	Approx Turnover (In Lakh/Crore)	98 Lak	64 Lak	82 Lakh	1.5 Crore	80 Lakh	1.2 Crore	80 Lakh	1.8 Crore	90 Lakh	88 Lakh	1.7 Crore	95 Lakh	
	Accidents	2	6	0	2	1	0	3	0	0	0	1	3	
	<i>Quaterly II</i>													
	No Of Training	38	18	17	70	23	78	35	89	35	37	80	55	
	Turnover (In Lakh)	92 Lak	68 Lak	82 Lakh	1.5 Crore	80 Lakh	1.1 Crore	78 Lakh	1.9 Crore	90 Lakh	87 Lakh	1.2 Crore	95 Lakh	
	Accidents	5	5	0	1	0	0	3	0	0	0	0	3	
	<i>Quaterly III</i>													
	No Of Training	39	17	18	70	23	75	33	85	37	37	80	47	
	Approx Turnover (In Lakh/Crore)	92 Lak	71 Lak	84 Lakh	1.8 Crore	79 Lakh	1.1 Crore	78 Lakh	1.8 Crore	91 Lakh	88 Lakh	1.2 Crore	98 Lakh	
	Accidents	4	7	0	0	1	1	2	1	0	1	0	5	
<i>Quaterly IV</i>														
No Of Training	29	20	18	68	23	75	33	87	43	35	77	51		
Approx Turnover (In Lakh/Crore)	91 Lak	79 Lak	85 Lakh	1.7 Crore	79 Lakh	1.1 Crore	79 Lakh	1.8 Crore	89 Lakh	90 Lakh	1.3 Crore	92 Lakh		
Accidents	1	2	1	1	1	2	2	0	0	1	0	2		



Year		Cris Pharma	Nasa Pharmaceutical (cephal)	Signature Pharma	Uni Medico Lab	Cooper Pharma	East African	Modhike Pvt Ltd	Sidmak Laboratories	Verve Humancare	Ved Lifescience	JK Prints	Daffohils Laboratories	
2018	<i>Quarterly I</i>													
	No Of Training	52	16	15	72	25	70	34	91	40	35	58	55	
	Approx Turnover (In Lakh/Crore)	98 Lak	77 Lakh	84 Lakh	1.7 Crore	80 Lakh	1.2 Crore	80 Lakh	1.9 Crore	90 Lakh	90 Lakh	1.1 Crore	92 Lakh	
	Accidents	2	3	2	0	0	2	0	0	0	0	1	0	
	<i>Quarterly II</i>													
	No Of Training	50	20	16	70	22	74	34	90	31	38	69	60	
	Approx Turnover (In Lakh/Crore)	97 Lak	77 Lakh	84 Lakh	1.5 Crore	79 Lakh	1.3 Crore	80 Lakh	1.9 Crore	92 Lakh	90 Lakh	1 Crore	90 Lakh	
	Accidents	1	0	0	0	0	3	0	1	1	1	1	0	
	<i>Quarterly III</i>													
	No Of Training	41	20	20	69	22	75	35	93	33	33	69	58	
	Approx Turnover (In Lakh/Crore)	95 Lak	75 Lakh	85 Lakh	1.5 Crore	77 Lakh	1.2 Crore	86 Lakh	1.8 Crore	90 Lakh	97 Lakh	1.1 Crore	90 Lakh	
	Accidents	2	0	0	1	0	3	0	1	0	1	0	0	
<i>Quarterly IV</i>														
No Of Training	22	19	19	70	23	74	30	90	40	33	80	58		
Approx Turnover (In Lakh/Crore)	91 Lak	75 Lakh	85 Lakh	1.6 Crore	77 Lakh	1.2 Crore	83 Lakh	1.5 Crore	90 Lakh	92 Lakh	1 Crore	90 Lakh		
Accidents	3	1	1	0	0	3	1	1	0	0	0	0		

Table 1.2: Compiled number of training provided and accidents

<i>Overall 12 Organization Data</i>				
S. No	Quarterly	Total No of Training	Total Turn Over (In Lakh)	Total Accident
1	I-2017	566	1297	18
2	II-2017	575	1242	17
3	III-2017	561	1271	22
4	IV-2017	559	1274	13
5	I-2018	563	1281	10
6	II-2018	574	1259	8
7	III -2018	568	1255	8
8	IV -2018	558	1213	10

Source: Table 1.1

Table 1.2 is showing compiled number of training provided & accidents by all the 12 organization in which I quarter of 2017 there is 566 training through which we get 1297 lakh of turnover which is the highest turnover among all the quarter and 18 accidents in the whole organizations. Similarly we get the data from the

quarter II, 2017 to quarter IV 2018 in which II Quarter 2018 there was the highest training, on Quarter II & III 2018 minimum number of accidents occurs.

In each quarter some time training is increasing & some training is decreasing but with the change of training performance of employee and accidents

happening is also fluctuating. Almost all positive change in training shows positive change in performance and negative impact on accident.

Figure 1 is showing that on 2018, IV Quarter there is total 558 which shows -3.35% decrease of turnover during the study period (Table 1.3 and 1.4).

In year 2017, IV & III Quarter there is total 559 & 561 training which shows 0.24% & 2.33% increase of turnover respectively during the study period .So from this overview we understand that training give an important impact in the turnover of any organization. As the effective training increase, it's give a better output as comparison of the other. This is due to effective training employees can better understand about their task given by their superior.

Figure 2 is showing that as the training increased the rate of accident happen in company premises is slighter less .As in 2018, II quarter there was only 8 accident when the company provide 574 training & shows -20% of total accident percentage while on the other side 2017, III quarter there was 22 accident when the company provide 561 training & shows 29.41% of total accident percentage during the study period (Table 1.5 and 1.6).

So while we talking about the accident ratio there was slightly increased or decreased with respect of training provide to employees through the training.

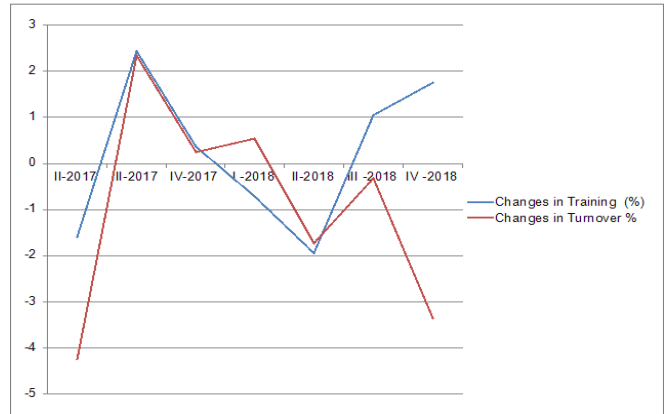


Figure 1: Total number of percentage change in turnover Table

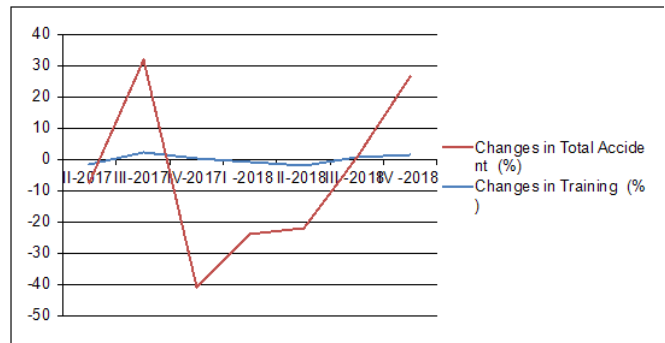


Figure 2: Total number of percentage change in accident table

Table 1.3: Total number of Percentage Change in turnover according to training held on quarterly basis

Overall 12 Organization Data					
S.No	Quarterly	Total no of training	Changes in training %	Total turn over (In Lakh)	Changes in turnover %
1	I-2017	566	Nil	1297	Nil
2	II-2017	575	-1.59	1242	-4.24
3	III-2017	561	2.43	1271	2.33
4	IV-2017	559	0.36	1274	0.24
5	I-2018	563	-0.72	1281	0.55
6	II-2018	574	-1.95	1259	-1.72
7	III-2018	568	1.05	1255	-0.32
8	IV-2018	558	1.76	1213	-3.35

Source: Table 1.2

Table 1.4: Changes in Training and Turnover

S.No	Quarterly	Changes in training (%)	Changes in turnover (%)
1	II-2017	-1.59	-4.24
2	III-2017	2.43	2.33
3	IV-2017	0.36	0.24
4	I-2018	-0.72	0.55
5	II-2018	-1.95	-1.72
6	III-2018	1.05	-0.32
7	IV-2018	1.76	-3.35

Source: Table 1.2



Table 1.5: Table Total number of Percentage Change in accident % according to training held on quarterly basis

Overall 12 Organization Data					
S. No	Quarterly	Total no of training	Changes in training %	Total accident	Changes in accident %
1	I-2017	566	Nil	18	Nil
2	II-2017	575	-1.59	17	-5.56
3	III-2017	561	2.43	22	29.41
4	IV-2017	559	0.36	13	-40.91
5	I-2018	563	-0.72	10	-23.08
6	II-2018	574	-1.95	8	-20.00
7	III -2018	568	1.05	8	0.00
8	IV -2018	558	1.76	10	25.00

Source: Table 1.2

Table 1.6: Changes in Training and Accident

S. No	Quarterly	Changes in training (%)	Changes in accident %
1	II-2017	-1.59	-5.56
2	III-2017	2.43	29.41
3	IV-2017	0.36	-40.91
4	I -2018	-0.72	-23.08
5	II-2018	-1.95	-20
6	III -2018	1.05	0
7	IV -2018	1.76	25

Source: Table 1.2

So we can say that training also give an important impact on the accident happens in the company premises , this is just due to alertness about the safety of employees.

LIMITATIONS

- One of the major limitation of this study was that it was based on organizations from Dehradun location only & other areas were not considered.
- Another limitation was that this study was only from the pharma sector & other sectors are not included.
- During this study, focus was only laid on the effect of training on accidents & productivity.
- During this study we analyze that other factor also impact the productivity & accidents occurs in organizations.

CONCLUSION

Employees are the valuable resources or assets for any organization. The performance & productivity of any organization is depend on how the employees act or perform .Training plays a major role in any organization through increasing the productivity & decrees the accidents. In this paper it examines the literature review on the productivity of organization through the

employees enhance the skills & knowledge. It also shows that training improves the productivity of the employees and reduces the accidental cases. From the above data we can analyze that an effective training improve the performance of employees .To conclude, we can say that as the number of effective training increases, it gives a good impact on the productivity that shows on the turnover and lessens the frequency of occurrence of number of accidental cases in organization .Training include the work , machinery ,safety and market complain through which that will give a good impact on the turnover .From the above chart of 2017 & 2018 we can conclude that through the effective training there will be a direct effect on the productivity and reduction of accidents.. But we have also analyzed that along the training some other factors like environment, culture etc. of an organization also have deep impact on productivity and accidents because during yearly quarters we have witnessed the opposite of it also, with the increase in number of trainings an decrease in turnover, an increase in frequency of occurrence of accidents has also being observed. So in all the organizations, training has directly or indirectly, a deep impact on the organization .So through this both the Hypothesis got satisfied.

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