



### EMPLOYEE'S PERCEPTION TOWARDS TRAINING AND DEVELOPMENT PRACTICES IN PHARMACEUTICAL COMPANIES: AN EXPLORATORY STUDY.

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#### ABSTRACT

**T**he Human Resource is the most important and active factor of production. Every organization would like to ensure that each of its employees is fully equipped to perform the various tasks assigned to him at any given point of time. Training is an act of increasing the knowledge and skills of the



employee to enhance their performance. Especially a pharmaceutical industry is required to have specialized technical and scientific knowledge and expertise as there is zero tolerance in terms of developing quality products and services. This study has been conducted among large pharma companies operating in Goa, to examine the

employee perception towards the training and Development practices and its impact on their job satisfaction in the Indian and Multinational pharma companies .A sample of 700 executives working in Large pharma companies (Indian and MNC's) was taken and the data was collected using a structured questionnaire and analyzed using tools like PLS Regression Analysis, Annova and Pearson's correlation. The findings indicated that MNC employees have better perception of training practices than the Indian and hence show higher job satisfaction compared to the employees of Indian Companies Indian.

**KEYWORDS :** Training and Development Practices, Employee Perception, Employee job satisfaction.

#### INTRODUCTION:

There is an old saying 'if you think training is expensive, try ignorance (Peter Drucker). Today an entrepreneur has no choice between training and no training he has to only decide what type and how much he can afford to spend on training. However another question that arises before him is that if he trains his employees and they leave? To which the immediate reply is that if he does

***not train them and they stay.***

In today's competitive world, no employer can afford to carry staff that is not efficient. Yet many organizations still appear reluctant to invest in training the employees to be efficient ones. Competent employees cannot remain competent forever. Skills deteriorate and become obsolete due to which we find the modern organizations spending heavily on training and development of their human resources. After employees have been selected for various positions in an organizations training them for the specific tasks in which they have been assigned assumes great importance. It is true in many organizations that before an employee is fitted into a harmonious working relationship with other employees he is given adequate training.

Training is the act of increasing the knowledge and skills of an employee for performing a particular job. The major outcome of training is learning. A trainee learns new habits, refined skills and useful knowledge during the training that helps him improve performance. Training enables an employee to do his present job more efficiently and prepare himself for a higher level job. (V S Rama Rao, 2010)

**Why training**

.Training plays an important role in Human Resource Development (HRD). It is a process of learning to improve skills and knowledge and bring about a change in attitude and behavior. It is the most important subsystem which contributes directly to the development of human resources. While the value of other resources diminishes over passage of time, the value of human resources appreciates if proper training is provided to develop skills so as to match the requirements of the changes.

Training provides employees with the knowledge and skills to perform more effectively. This allows them to meet the current job requirements or prepares them to meet the inevitable changes that occur in their jobs.

Training should be designed and delivered to meet the needs of all employees, and employees should perceive that they are being treated fairly and equitably with regard to the training they receive. (Schmidt Steven W. 2009).

**Employee Perception towards Training :**

Employee perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Perception is not necessarily based on reality, but is merely a perspective from a particular individual's view of a situation. The perception of an employee has a greater impact on the success of any organization. If the employees perceive the T&D practices in the positive sense, definitely it will have positive impact on the enterprise. If the employees are satisfied with the T&D practices they will have positive perception of the management. If the employees are not satisfied, they will have negative perception towards the management. The perception of the employees basically depend on the job satisfaction, they derive from the organization. Job satisfaction of the employees in turn is influenced by T&D practices.

**II. Literature Review:**

**1)M. Srimannarayana** , "Training and Development Practices in India.", Indian Journal of Training and Development, vol. xxxx .no 4 Oct-Dec 2012.The purpose of this study was to assess the training practices in select organizations in India. A sample of 30 Organizations from various private sectors was taken and various practices with respect to structuring the training department, orientation training,

needs assessment, nominations and training evaluation were studied. The study also points out the various problems faced by the organizations with reference to training needs assessment and evaluation of training programmes. The conclusions drawn from the study was that training needs assessment, to some extent and nomination for training programs to a large extent are taking place in a casual manner and subsequently the organizations were not able assess the effectiveness of training programs.

**2) Jaya Bhasin and Vinod Kumar.** "Training as a tool for Human Resource Development: A Case Study of Tata Teleservices Ltd Jammu ( INDIA).", International Journal of Research in Commerce and Management, Vol. no. 2 (2012), issue no.6 (June)The study was conducted to understand the training needs of operational level and to study the existing training Programs for operational level personnel in Tata Teleservices Ltd ( Jammu).The study also tried to determine the gap between the existing training programs and the training needs of the operational level personnel. The study revealed that Training is given top priority by management and training needs are identified from Performance Appraisal, annual (technical) training needs assessment and also through individual request for training.

**3) Sriprabha & K. Sridevi,** "An investigation of the training practices in a garment manufacturing unit", JIMS 8M, January-March, 2010. The study was conducted to identify the modus operandi adopted for the training programs in the organization. To identify the training practices adopted by the organization. To explore the impact of the components of training and development activity. The study revealed that the training practices were effective. However, new methods could be adopted considering the trainees feedback.

**4) R. Sathru Sangara Velsamy,**"Effectiveness of training program in an organization". Southern Economist June 15, 2010.The study aims at evaluating the effectiveness of training undergone by highly skilled workers in an organization.Likert's five point scale was used to assess the training effectiveness and questionnaire was prepared to collect the data about the training program. The study concluded that Training was very systematically organized for the skilled employees, there was interaction of the employees with the trainer during the training program which was of a great help to them, it enhanced the job satisfaction of the employees and employers were of the opinion that it improves their level of knowledge and interest in the field that reflects positively on production and productivity of the organization and improved technical knowhow leads to reduction in wastages. It imparts decision making abilities and improves interpersonal relations.

**5) Dr. Shagun Ahuja, Dr. Cheeranjeev Singh and Dr. R. K. Sharma,**"Training of personnel in Oriental Insurance company Ltd: A study of Regional offices in Punjab and Haryana.", Prabandhan: Indian Journal of Management March 2010.Objectives of the study were analyze the training Objectives and practices followed for training in the OICL and to provide suggestions for the improvement in training practices in the company. A sample of 390 respondents covering Punjab including Chandigarh and Haryana with all levels. It was observed that adequate importance is given to the training at all levels. Training needs were assessed keeping in mind the job requirement of the employees. st benefit analysis of the training programs was not done in the company at regional level.

### III RESEARCH OBJECTIVES:

- To examine the employees perception of Training and Development practices in Indian and Multinational Pharmaceutical Companies in Goa.
- To examine the influence of demographic profile of the respondents on their perception about the T&D practices.
- To study the impact of T&D practices on Employee Job satisfaction.

**IV RESEARCH HYPOTHESIS:**

H1 There is no significant difference in employee's perception towards the training and development practices in select Indian and Multinational Pharmaceutical companies.

H2 There is no significant difference in employee's perception of Job satisfaction outcomes of training in Indian and multinational pharmaceutical companies.

H3 Employees perception on training and development does not vary according to the demographic profile. ( Gender, Age, educational qualification and Work experience).

**V RESEARCH METHODOLOGY:** The study is based on both Secondary and Primary Data. Secondary data is collected from the books, journals, magazines, newspapers, and websites. Data was also collected GPMA (Goa Pharmaceutical Manufacturer's Association Primary data was collected with the help of Questionnaires, personal interview method and observation method. Sampling: The study covers the pharmaceutical companies that are registered with the Registrar of Companies government of Goa, under the Companies Act 1956 and accordingly have their headquarters in Goa. There are 20 large pharmaceutical companies operating in Goa, of which 9 are MNC's and 11 are Indian companies. All 20 companies have been selected for the study. On the basis of confidentiality promised to the pharmaceutical companies by the researcher the study shall not disclose the names of the companies. The universe comprises of approx 14896 executives working in the pharmaceutical sector in Goa. The population of the study was 6972 executives working in all 20 large pharmaceutical companies in Goa. The sample represents 10% of Executives in each of the selected pharmaceutical companies in Goa selected at random.. The total sample of the study included 700 respondents (350 in Large Indian companies and 350 in multinational companies).

**Table1**  
**SAMPLE OF THE STUDY**

Sr no	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Company code	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
Total executives	265	356	565	255	365	406	415	459	364	252	354	298	360	415	285	234	285	333	402	304
Sample selected	27	36	57	26	37	41	42	46	36	25	35	30	36	42	29	23	29	33	40	30

A to I are MNCs and J to T are large Indian companies.

**Profile of the sample studied**

**Profile of Executives:** Executives studied are Middle level managers which includes departmental heads, Managers, Assistant managers, senior officers, officers etc from various departments like quality control, quality assurance, marketing, HR, purchases, stores, Regulatory Affairs, IT, production, engineering and maintenance etc.

**Cronbach Alpha**

1.Training and Development Practices	0.97
2.Job satisfaction Outcomes of Training And Development Practices	0.96

## Analysis of Data

### Variables Used:

- + Independent Variables :Demographic profiles:
- + Gender, Age, Educational Qualification and Work experience
- + Dependent variables
- + Employee Perception of Training and Development Practices

### Job satisfaction outcomes Training and Development Practices

- + TESTS USED
- + Descriptive statistics( Mean, standard deviation, frequency, minimum values and maximum values)
- + Factor Analysis( factor loadings)
- + PLS Regression( to test the relationships between the variables)

Cronbach Alpha (to test the reliability)

T test (comparison of dependent and independent variables)

ANOVA (model significance)

Statistical Package used for analyzing the data is SPSS 20

## DESCRIPTIVE STATISTICS

### Demographic Profile of the Sample

**TABLE NO 2 GENDER**

GENDER	INDIAN PHARMACEUTICAL COMPANIES	MULTINATIONAL PHARMACEUTICAL COMPANY	TOTAL
Female	172	178	350
Male	178	172	350
Total	350	350	700

The above table indicates that in the total sample selected (N=700) for the study there were 350 male and 350 female employees. In the Indian Pharmaceutical companies of the sample studied (N=350) 178 are Male and 172 are Female respondents while in Multinational Pharmaceutical Companies of the sample studied (N=350) Male respondents are 172 in number and Females are 178.

**TABLE 3: AGE GROUP DISTRIBUTION**

AGE GROUP	INDIAN	MNC	TOTAL
LESS THAN 25	79	98	177
25 – 30	104	108	212
30 – 45	110	92	202
45 – 55	40	30	70
55 & ABOVE	17	22	39
TOTAL	350	350	700

The above table indicates that the age of the respondents. The age range is quite wide, There respondents who are less than 25 years of age and also those who are above 55 years. In the total sample selected there are 177 respondents in the age group of >25 years of which 79 are in Indian and 98 are in Multinational Pharma companies respectively. In the age group of 25- 30 years we find 212 respondents of which 104 are from Indian and 108 from Multinational pharma companies respectively. In the third age group i.e.45-55 there are 202 respondents of which 40 are from Indian and 30 are from Multinational pharma companies respectively. There are 39 respondents who belong to the age group of 55 and above of which 17 are from Indian Pharma while 22 are from Multinational Pharma companies.

**Table 4**  
**EDUCATIONAL QUALIFICATIONS OF THE RESPONDENTS**

Education	Indian	MNC	Total
Diploma	76	38	114
Graduation	148	153	301
Master degree	105	133	238
Doctorate	07	6	13
Others	14	20	34
Total	350	350	700

The above table indicates the educational qualification of the respondents. There is 114 Diploma holders of which 76 are from Indian pharma companies and 38 are from Multinational pharma companies. There are 301 graduates of which 148 are from Indian Pharmaceutical companies while 153 are from Multinational Pharma companies. There are 238 respondents with master's degree of which 105 belong to Indian and 133 belong to Multinational companies respectively. In the last category i.e. others 14 are from Indian while 20 are from Multinational pharma companies.

**TABLE 5: WORK EXPERIENCE**

Work Experience	Indian	MNC	Total
Less than 3 years	75	112	187
3 – 10 years	135	143	278
10 – 15 years	92	54	146
15 – 20 years	38	19	57
More than 20 years	10	22	32
Total	350	350	700

The above table indicates that work experience of the respondents range from less than 3yrs to more than 20 years. There are 187 respondents with experience less than 3 years, of which 75 are from Indian pharma companies while 112 are from multinational pharma companies. 278 respondents come under the experience category of 3-10 years, of which 135 are from Indian pharma companies sector while and 143 from multinational pharma companies respectively. There are 57 respondents whose experience ranges between 15 to 20 years of which 38 are Indian and 19 are MNCs. In the work experience range of more than 20 years, 10 respondents are from Indian companies while 22 are from Multinational companies respectively

**Hypothesis testing**

H1 There is no significant difference in employee perception on Training and Development practices undertaken by large Indian and MNC pharmaceutical companies in Goa.

MNC- independent variable

Indian Company-Reference Variable

Perception on Training and Development- Dependent Variable

**PERCEPTIONS OF TRAINING AND DEVELOPMENT**

Independent variable	Standard beta Coefficient	P value	Adjusted R2
MNC	0.689	P<0.01(.000)	0.474

Development Practices between a MNCs and Large Indian Companies. It is observed that MNCs have better perception of Training and Development Practices than Large Indian Companies. T&D practices of MNCs are better than that of Indian companies by 0.689 standard deviation times. The type of company explains 47.4% variance of T&D practices value is less than 0.01 therefore null hypothesis is rejected

H2 Training and Development practices do not have impact on job satisfaction outcomes as perceived by the employees.

Independent Variable – Perception of Training and Development practices (TDP)

Dependent variable- Job satisfaction Outcome of training (JSOT)

**Job satisfaction outcomes of training and development**

Independent variable	Std Beta coefficient	P value	Adjusted R2
Perception of TDP	.908	P<0.01 (.000)	.825

TDP has a positive impact on Job Satisfaction of employees .One std deviation increase in TDP leads to a 0.908 times std deviation increase in Job satisfaction of the employees.TDP explains 82.5% of variance of job satisfaction of employees. P value is less than 0.01 therefore null hypothesis is rejected

H3i) Employees perception on Training and Development practices does not vary with Gender

Dependent Variable- perception on training and development practices (TDP)

Independent variable-Male

Reference variable – female

**Gender**

Independent variable	Std bête coefficient	P value	Adjusted R2
Male	.123	P<0.01 (.001)	.014

It is observed that Male have a more positive perception of training and Development practices than female employees. Perception of male employees about the training and Development practices is 0.123 standard deviation times higher than that of females. Gender explains 1.4% of the variance of TDP.P value is less than 0.01 therefore null hypotheses is rejected

H3ii) Employees perception on Training and Development practices does not vary with Age

Dependent Variable- perception of Training and Development practices (TDP)

Reference variable – age < 25yrs

### Age of the Respondents

Independent variable	Model sig	Std Beta Coefficient	P value	Adjusted R2
Age 25-30 years	P<0.05	0.03	p> 0.05 (.527)	0.008
30 –45 years		0.086	p> 0.1 (.065)	
45-55 years		0.086	P< 0.05 (.41)	
55 & above		0.098	P< 0.05 (.16)	

F Test for the model indicates that the model is significant .This implies that there is a difference in how respondents from different age groups perceive. Training and development practices. Respondents between the age group of 25 to 30 have similar perception as those < 25 years of age. Respondents in the age group of 30 -45, 45 -55 and 55 & above have a better perception of training and development practices than ones less than 25 years of age. Age explains 0.8%of the variance of perception about the Training and Development practices

Null hypothesis rejected

H3iii) Employees perception on Training and Development practices does not vary with Educational qualification.

Dependent variable: perception on Training and Development practices

Reference variable- Diploma holders

### Educational Qualification

Independent variables	Model sig	Std Beta Coefficient	P-value	Adjusted R2
Graduation	P<0.05	.177	P<0.01 (.001)	0.013
Masters		.137	P<0.05 (.011)	
Doctorate		.094	P<0.05 (.017)	
Others		.065	p>0.05 (.119)	

It is revealed from the above table that the employee perception of the training and development practices varies with educational qualification .The perception of diploma holders and others is similar .Graduates, master degree holders and doctorates have a better perception of TDP than the diploma holders. Educational qualification explains 1.3% of the variance of TDP.

Null hypothesis is rejected

H3iv) Employees perception on Training and Development practices does not vary with Work Experience.

Dependent Variable-Perception of Training and Development Practices

Reference Variable-work experience < 3 years

Independent variables	Model significance	Std beta coefficient	P value	Adjusted R2
3- 5 years	P<0.1	-0.014	P>0.1	0.008
10- 15 years		-0.024	P.0.1	
15-20 years		0.05	p.0.1	
> 20 years		0.097	P<0.05	



Model is significant indicating that the work experience influences perception about Training and Development practices. Respondents with an experience of 3-10 yrs, 10-15 years, 15-20 years have similar perception about the TDPs with reference to the respondents who have less than 3 yrs w. experience. However respondents with more than 20 years of w. experience have a better perception of TDP than employees having a work experience < 3 years. Work experience explains 0.8% of the variance of TDPs.

Null hypothesis is rejected.

H4 Training and Development practices do not have impact on job satisfaction as perceived by the employees.

Independent Variable – Perception of Training and Development practices (TDP)

Dependent variable- Job satisfaction Outcome of training (JSOT)

Independent variable	Std Beta coefficient	P value	R2	Adjusted R2
Perception of TDP	.908	P<0.01	.825	.825

TDP has a positive impact on Job Satisfaction of employees. One std deviation increase in TDP leads to a 0.908 times std deviation increase in Job satisfaction of the employees. TDP explains 82.5% of variance of job satisfaction of employees p value < 0.01 (p value .000). Therefore the Null hypothesis is rejected

Training makes an individual competent to perform the work in hand with more accuracy and perfection, such people tend to support established procedures and standards of performance. Training offered helps to reduce frustrations and anxiety which are brought on by the work demands that they are not familiar with. Thus effective training practices have a positive impact on employee job satisfaction.

## THE FINDINGS AND DISCUSSION

- 1) There is a significant difference between the perception of employees on training and development practices in Indian and MNC pharmaceutical companies in Goa. Employees of MNCS have a better perception of T&D Practices than employees of Large Indian companies. This may be because MNC's have better quality & structured training programs due to their good financial standings compared to the Indian companies
- 2) Perceptions of the executives vary according to their Gender. It was found that male employees had a better perception of training and development practices than female employees. This may be because as it was observed during the survey that the male respondents were more focused towards their career growth than the female respondents. Especially married females were not much career oriented and did not show much interest in training programs especially if it was outstation or it was beyond their working hours as they had other family obligations..
- 3) Perception of training varies according to the Educational qualifications of the respondent. It was observed that the respondents between the age group of 25 to 30 have similar perception as those < 25 years of age. Respondents in the age group of 30-45, 45-55 and 55 & above have a better perception of training and development practices than ones less than 25 years of age. This may be because Young employees who have recently joined the organization might have not undergone much training compared to those who are of higher age group. They might have come with certain expectations about the training practices and therefore not happy about the training practices if their expectations are not meet. While older people might have been there for a longer period and have undergone a lot of

training and they have accepted the training practices of the organization over the years and therefore have a better perception about the training practices than the younger employees

4) Perception of the training varies according to work experience of the respondents. Respondents with an experience of 3-10 yrs, 10-15 years, 15-20 years have similar perception about the TDPs with reference to the respondents who have less than 3 yrs w. experience. However respondents with more than 20 years of w. experience have a better perception of TDP than employees having a work experience < 3 yrs. Employees who have been working over a longer period of time show better perception about TDP than those with lesser work experience. This may be because as the employee works in an organization over a long period of time probably their expectations and aspirations are met over the years. Over the years they might have got incentives, increments, appreciations, promotions and other benefits from the companies and as a result of which they are happy with the training practices and even if not they would like to only give a positive feedback. However new employees with high expectations often feel that the training practices could be better and more result oriented in terms of getting promotions and rewards.

**CONCLUSION AND RECOMMENDATIONS:** The multinational pharmaceutical companies offer superior Training and Development to its employees than those provided in Indian pharmaceutical Companies in Goa.

Employees working in multinational pharmaceutical companies show higher job satisfaction outcomes of Training and Development than those working in Indian companies.

Demographic Variables like Gender, Age, Educational Qualification & Work Experience, have an influence on the employee's perception on Training and Development.

Male respondents had a better perception about the Training and Development than the Female respondents.

It was statistically proved that respondents in the higher age groups have better perception than the younger respondents. So also higher the educational qualification of the respondents better the perception about the training and development.

Respondents with more work experience had a better perception of Training and Development compared to those with lesser work experience.

Based on the findings of the research it was indicated that the respondents of Indian pharmaceutical companies are not very happy with the training and development. The following suggestions are made by the Researcher that could be extremely useful for the Indian and multinational pharmaceutical companies in Goa in improving Training and Development Practices and increasing the job satisfaction of their employees.

#### **These suggestions are as follows**

- 1) Indian Companies need to have a progressive approach towards training and development practices and look training as a long term investment in an invaluable asset called Human Factor.
- 2) Indian pharmaceutical companies need to acknowledge that employees are the most important asset of a company and realize the importance of providing better quality training programs to its employees so as to keep them motivated to perform better.
- 3) A separate department may be allotted to take care of training and development function so that this function can be tackled in a professional manner.
- 4) Flexible working hours could be provided to female employees so as to motivate them to give better performances or provision of crèche facility close to the working place could be made available if

possible.

5) Indian Companies need to create a lot of awareness about the Training and Development programs they conduct and the training objectives and the contents are to be explained to the trainees much ahead of the Training Programs so the employee take real interest in training programs.

6) E learning training modules are to be designed so that the employees can complete their training as per their convenience within the given time frame.

7) Besides On the job training and GMP ( Good Manufacturing practices ) training which is mandatory for any pharma company ,Behavioural training has to be provided as it helps in developing managerial skills and overall personality of the employees even though it is expensive.

8) The company should employ experienced and professional trainers so as to design systematic training programs for its employees.

9) Employees should be send for external training programs whenever possible so that they get to interact with people from the other competitive organizations and it gives them a better exposure to the outside world

**AREAS FOR FUTURE RESEARCH:** The present study is an attempt made to examine the Training and Development in large pharma sector in Goa. industry. Training and Development can be studied in other sectors like hospitality, Healthcare, Banks ,educational institutions, aviation industry, garment industry, entertainment industry, police system etc.However besides this there are many such Hr practices which are not covered in this study like Manpower planning, recruitment, selection, Performance Appraisal motivation, compensation etc could be studied in different sectors. There are various other HR issues which can also be considered for the study like Work life balance, HRD climate, employee absenteeism, employee turnover, employee motivation and morale, health and safety, employee grievance, talent management, employee engagement etc.

HR is a very vast and a prominent area today the above list is endless many more topics can be added to fill the gap in the present study.

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