A Study on Training and Development as a Tool for Enhancing Employee Performance at Pharmaceutical Industry in Tarapur (MIDC)

Ms. Neha Varma,

Post Graduate

Department of Master of Management Studies,

St. John College of Engineering & Management,

Palghar,

Maharashtra 401404

Ms. Tomsy Thomas,

Assistant Professor,

Department of Commerce,

St. John College of Humanities and Sciences,

Palghar,

Maharashtra 401404.

10

Open Access Journal. Vol. No 2. Issue No 4. August, 2021

Abstract

Training and development is one of the most relevant method of filling the gap between employees skill with organisational expectations. Understanding this we conducted a study in a Pharmaceutical Industry of Tarapur (MIDC) with 54 respondents. The research method is descriptive in Nature. Herein we have described the meaning, process, differences of training and development, also few suggestions to make it better. This research concludes that employees would like to attend more and more training, as they believe it helps in enhancing their productivity and moreover, they are looking for improving their leadership skills along with updating their knowledge.

Keywords: Training and development, Pharmaceutical Industry, MIDC, Individual Plan, Training Program

Introduction: Training and Development

Training is the process of giving employees with the necessary abilities to perform their jobs Effectively, expertly, and qualitatively. Employee training is not continuous, but rather periodic and delivered over a set period of time. Training is essential for staying updated with rapidly changing technologies, concepts, values, and the environment. In order to improve the quality of work of employees at all levels, training programmes are also required in any organization. It is also essential when a worker is transferred from one job to another. Training is a process of mastering a set of pre-programmed actions. It is the application of knowledge that informs people of norms and processes that will regulate their behavior. Training is an investment in your talent and ability to produce even more higher-quality work. As a result, training is a procedure that aims to develop skills or expand knowledge so that a person is better equipped to execute his current job or is molded to be suitable for a higher position with more responsibilities. It fills the gap between what an employee already has and what the work requires. Employee training is possible if the employees think that the ensuing change in behavior is in their best interests and that they will be able to perform their jobs better after attending the training programmes, because learning is a self-activity and employee development is self-growth. Employee development is concerned with their overall progress. It is the method by which managers and executives gain skills and proficiency in their current duties as well as capacities for future assignments. Employee development is defined as a process in which an employee, with the help of his or her employer, participates in various training programmes in order to improve his or her abilities and learn new things. The purpose of HR development is to improve employees. HR development's goal is to give employees the 'coaching' they need to improve and expand their existing knowledge, skills, and talents. The purpose of development and training is to improve employees' performance.

**Table 1: Key Difference between Training and Development**

Basis	Training	Development
To Develop	To develop a special skill related to the job or service	To develop a better personality of a person/ individual
Oriented	Job Oriented	Career Oriented
Relates to	Related to work	Related to person
Time Period	Short term (fix)	Long term
Number of people involved	Group - based	Single person

Employee training and development refers to educational activities within a firm that are designed to improve employees' knowledge and abilities while also offering information and instruction on how to do specific tasks more effectively. Training is a reactive, short-term procedure for workers and process, but development is a proactive, continual activity for executives. Employees' goals in training and development are to gain additional abilities and a complete personality. The management takes the initiative in training with the goal of addressing the current need for fan employees. Individuals take initiative in growth with the goal of meeting future needs of fan employees. Organizational effectiveness, as well as the effectiveness of individuals and teams within it, is improved through training and development. Training is associated with quick changes in organizational performance through organized instruction, whereas development is associated with the achievement of longer-term organizational and employee objectives. While the terms training and development have different definitions, they are frequently used interchangeably and/or in conjunction. Training and development have traditionally been a topic of applied psychology, but it has grown more linked to human resources management, talent management, human resources development, instructional design, human factors, and knowledge management in the recent two decades. Increasing employee productivity and performance, uniformity of work processes, reduced supervision and wastage, promoting employees from within, improving organizational structure and designs, boosting morale, better knowledge of policies and organization's goals, improved customer valuation, and improved/updated technology are all advantages of employee training.

The need of training and development is determined by employee's performance deficiency, compute as follows:

$$Training\ and\ Development\ need = Standard\ Performance - Actual\ Performance$$

Fig 1: Process of Training and Development

Need Assessment
Setting Objectives
Designing
Implementation
Evaluation
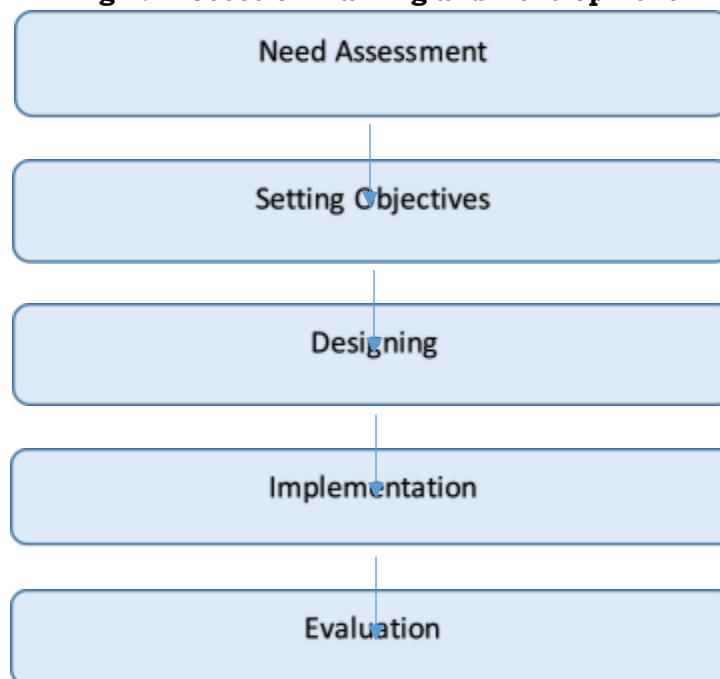
Any process is a well-planned process, likewise is of Training and Development.

1.2 Types of Training in HRM

12

Open Access Journal. Vol. No 2. Issue No 4. August, 2021

These are four basic types of training in HRM:

(A) Induction Training:

Induction training ensures that new employees are treated with respect upon their arrival at the company. His superior must provide him with important background information. The newcomer must be carefully directed with basic instruction about how to interact with superiors, coworkers, and other significant people, as well as other vital topics. This will make it easier for the employee to acclimatize to their new position and organization.

(B) Training for promotion:

Existing employees of the company receive this training in order to prepare them for higher-level positions. They could also be sent to institutions to learn specialized skills.

(C) Job Training:

This form of training is offered to employees in order to improve their knowledge and abilities for a certain job. Senior workers, supervisors, or special instructors are usually assigned by management to provide on-the-job training (On the Job Training).

(D) Refresher Training:

Because of the growth of technology, technical workers need refresh their expertise through short-term refresher training to keep up with the current employment requirements. Employees may be encouraged to participate in short courses, seminars, and other learning opportunities to keep their skills up to date.

Methods of Training

(A) On-the-Job Training: On-the-job training (OJT) is a hands-on way of teaching employees the skills, information, and competencies they'll need to execute a given job in the workplace. Employees learn in a setting where they will be required to put their newfound knowledge and abilities into practice. On-the-job training teaches individuals how to do their job efficiently by utilizing current workplace tools, machinery, papers, equipment, and information. As a result, there are no stand-ins that require an employee to transfer their training to the job. Training takes place in the employee's normal working environment and may take place while he or she is doing actual work. It could also occur in other areas of the workplace, such as dedicated training rooms, workstations, or hardware.

There are four basic types of on-the-job Training:

Coaching: This method involves the superior or experienced staff giving directions to the workers on how to do a task. It is one-on-one training for employees in which they can get answers to their questions through the superior's instructions and examples.

Understudy: In this instance, the superior provides training to the subordinate as an understudy or assistant who is likely to fill a position created by the superior's retirement, transfer, promotion, or death.

Job Rotation: An employee is frequently changed to other related occupations as part of a job rotation, with the goal of familiarizing him with a variety of employment backgrounds. This allows him to avoid boredom caused by doing the same tasks and also aids in the development of relationships with other members of the organization.

Mentoring: This course is for persons who work at the managerial level, where the senior or manager gives directions to the immediate subordinate on how to carry out day-to-day tasks. It's another one-to-one training style in which the manager acts as a mentor to the subordinate, guiding him through challenging situations.

(B) Vestibule Training: A vestibule is a large entrance, reception area, or waiting room. Vestibule Training refers to on-the-job training that allows you to try something new (learning). Vestibule training takes place in a classroom or workstation that is either within or close to the main manufacturing unit. This method of training relieves the supervisor of

the load of supervising the entire production process by delegating the job of teaching personnel to professional trainers. Vestibule training is become more popular in industries that rely on hands-on activities and specialized equipment. It prevents fatal incidents, such as personal harm and death, by improving staff's skills before putting them in a real-world situation at work. A method to personnel training in which new employees spend some time learning in a separate portion (vestibule) apart from their actual work environment that as closely as possible replicates the setting and conditions in which they will actually be working once their training is completed. Off-the-job training is similar to on-the-job training.

(C)**Off-the-Job Training**: Off-the-job training takes place in a facility that has been designated for this purpose. It could be locally or far from the office, at a particular training center or a resort. The training should be conducted away from the workplace to reduce distractions and allow learners to focus entirely on the content being presented.

Special Lecture and Discussions: The term "classroom training" refers to training that takes place in a classroom setting. It has more to do with information than with abilities. Some executives from the organization or professionals from vocational and professional institutes may conduct special talks. Many companies also invite specialists to provide customized lectures on topics such as health, safety, productivity, and quality. Lectures are now augmented by talks, videos, demonstrations, and other forms of entertainment. The special lectures' main goal is to provide advanced information in specific areas relating to job performance. These kinds of courses can be more effective if they allow for two-way communication between the instructor and the pupil.

Conference: A conference is a group meeting that follows a pre-planned agenda and aims to improve members' knowledge and understanding of a topic through oral participation. It is a useful training tool for both conference members and conference leaders. The word conference literally means consultation.' In practice, though, a conference entails sharing knowledge with a big group of individuals. It is held in a large space where attendees are free to express themselves and have their questions answered. The chairman, who is also in charge of summing up the proceedings of the conference, is in charge of conducting the proceedings. Video conferencing, in which participants can join in a conference via satellite link, is becoming more popular these days.

Case Study: The case method is a technique for imitating real-life situations in the classroom. The trainees are given an issue or a case that is more or less connected to the ideas already taught in this method. They examine the issue and provide remedies, which are then discussed in class. The instructor assists them in finding a solution to the problem that they can all agree on.

Seminar: A seminar is organized similarly to a conference, but on a smaller scale. It is usually organized around a single theme, such as "Emerging Issues in Human Resource Development" or "Information Technology in the Twenty-First Century." Various experts in the relevant professions explore the topic in great detail. The professionals give their presentations and respond to the participants' questions.

Role Playing: This method is utilized in leadership and human relations training. Its goal is to improve the trainee's ability to interact with others. Two trainees are given various parts to play in this manner. For example, one could pretend to be a Sales Executive while the other pretends to be a customer. Both will interact with one another and perform their duties.

14

Open Access Journal. Vol. No 2. Issue No 4. August, 2021

Individual Development Plan (IDP)

An individual development plan (IDP) is a tool that helps employees advance in their careers and personal lives. Its key aim is to serve employees in achieving short and long-term career objectives as well as strengthening present job performance. An IDP is not a tool for assessing performance or a one-time activity.

Literature Review

S. Madan Kumar and M. Arun (2013) examined the factors that influence the effectiveness of staff development and training. At RABCO, a rubber cooperative in Kerala, they investigated the impact of training programmes on staff performance. It was discovered that organizational training improves staff effectiveness. RABCO considers training to be an essential component in improving employee performance and satisfaction levels, both for new and existing personnel.

Saharan (2011) highlighted that most organizations seek employee input on training efficacy in order to optimize its benefits. Companies subscribe to the assumption that smarter, better trained people boost the odds of success in their never-ending quest for a competitive edge. The research explores the perspectives of employees with various qualifications and experiences in relation to the purposes of imparting knowledge.

Harsh Dwevidi and Onaladiwal (2011) investigated the relevance of training in an organization and the training strategies employed by Indian companies to make the most out of their workforce. Aditya Birla Group, Infosys, Syndicate Bank, and Essar Corporation University are the four organizations chosen for the study. According to the findings of the study, training is used in these organizations as a means of transformation in order to remain in a competitive world. In order to compete in today's environment, the new trend in the corporate sector is to place a greater emphasis on using a systematic approach to training and development.

Ramachandran (2010): conducted an analysis of the effectiveness of several training programmes for public sector personnel of various cadres. Employees' training programme effectiveness varied depending on their demographic characteristics, according to the findings. It's also assumed that the organization's personnel' experience and education are the most important and determining factors in training programme.

Research Methodology

This research is descriptive in nature. Well-structured questionnaire is employed to collect data from the employees of this Pharmaceutical Industry. Convenience sampling is adopted to collect data from 54 employees of this industry

Objectives

- To study the process of training and development at Pharmaceutical Industry.
- To analyse if training is must for enhancing productivity and performance
- To understand if training improves skills, knowledge and attitude of employees.

Data Analysis

Your Age		
18-25	0%	When the survey was conducted it was found that Majority of were of 35-45 age group and there was a smaller number of employees who lie between the age group of 45 and above
25-35	33%	
35-45	41%	

15

Open Access Journal. Vol. No 2. Issue No 4. August, 2021

45 & above	26%	
Total	100%	

Please mention the department you work in?		
Capsule production	33%	The Survey indicates that majority of the employees work under capsule production department and the company's main work is capsule manufacturing
Quality Control	7%	
Machine QA	11%	
Machine Production	15%	
Logistics	15%	
Capsules QA	7%	
Human Resource & Admin	7%	
IT	4%	
Total	100%	

Number of years of experience		
Less than 3	4%	When the survey was conducted it was found that the maximum number of employees has an experience of more than 5 years
between 3-5	7%	
More than 5	89%	
Total	100%	

What do you understand by Training?		
Learning	7%	After the analysis and collection of data it was found that there was different meaning of training by different people majority of employees that is 85% said, training is learning Skill enhancement, as well as Sharing information
Skill Enhancement	7%	
Sharing Information	0%	
All of the above	85%	
Total	100%	

Do you think that training improves your skills, knowledge and attitude?

16

Open Access Journal. Vol. No 2. Issue No 4. August, 2021

Strongly agreed	52%	52% of the respondents were majority in the favour of Training improves your skills, knowledge, and attitude
Agree	48%	
Neutral	0%	
Disagree	0%	
Strongly Disagree	0%	
Total	100%	

According to you what are some barrier employees face when it comes to participating in training program?		
Too busy at work	52%	When the survey was conducted it was found that more than half of the employees are of opinion that due to a lot busy at work employees do not attend such training program, whereas others believe that 37% of employees lack interest and other reasons not to attend such training program
Lack of Interest	37%	
Inconvenient	7%	
Lack of confidence	4%	
Total	100%	

Is training must for enhancing productivity and performance?		
Strongly agree	44%	After the survey it was found that 44% of employees completely agree that training is must for enhancing productivity and performance, whereas 11% of them were neutral to the fact
Agree	44%	
Neutral	11%	
Disagree	0%	
Strongly disagree	0%	
Total	100%	

What level of expertise do you expect from upcoming training program?		
Beginner	11%	After the survey it was found that 56% of the employees expects advanced level of expertise from the training program
Intermediate	33%	
Advanced	56%	
Total	100%	

17

Open Access Journal. Vol. No 2. Issue No 4. August, 2021

Is your career growth based on any program you attended earlier?		
Yes	48%	When the survey was conducted it was found that 48% employees career growth is based on some program they attended earlier
No	30%	
Somewhat	22%	
Total	100%	

Do you think that training program is compulsory for employees?		
Yes	85%	After the survey it was found that 85% of employees think that training program must be compulsory for employees, whereas 15% of employees think it is somewhat compulsory and none of the employees thinks that it should not be compulsory
No	0%	
Somewhat	15%	
Total	100%	

Please mention the relevant topic that reflect your most important training needs?		
Leadership	37%	When the survey was conducted it was found that 37% of the employees reflects leadership skills as most important training needs, whereas 33% of them consider communication skills as most important needs and others consider presentation skills, performance management to be the most important skills
Presentation Skills	15%	
Communication Skills	33%	
Performance management	11%	
Others	4%	
Total	100%	

Any suggestions to make changes in upcoming training program?		
Yes	41%	After the analysis of the survey, it was found that 41% of the employees have some suggestion for upcoming training program which included technical training, training for all grade employees
No	59%	
Total	100%	

18

Open Access Journal. Vol. No 2. Issue No 4. August, 2021

Findings

1. 86% of the employees have work experience of more than 5years under age group of 35-45.
2. 85% of the employees think training is learning, skill enhancement and sharing information.
3. 52% of employees think training improves your skills, knowledge and attitude.
4. 85% employees believe training program is compulsory for them.
5. 44% of employees believe training is must for enhancing productivity and performance.
6. 48% career growth is based on training program that they attended earlier.

Suggestions

1. Industry should start training program for all employees and not just for HOD's or particular grade people
2. Training procedure should be discussed with associates
3. Ask associates needs or requirement for training and should work on associates suggestion
4. Training should be given on Women safety and women empowerment.

Conclusions

Employees have very basic knowledge about training and there are certain barriers like lack of interest, busy with other work or find it inconvenient. Employees do feel they need training, it should be compulsory. Most of the employees are focusing on training to improve their leadership skills, communication skills followed by presentations and performance management. It is clear that they believe training and development programs helps in enhancing their individual productivity with respect to organisational objectives.

Limitation

1. Responses of the respondents can be bias
2. Due to Covid-19 associates are not available at shift timings
3. Training of any associate have not yet started, pre-training will be followed in the project
4. Number of associates to be provided training is less
5. Due to busy schedule and less associates at work respondents are less.

References

1. Topno, H., 2012. Evaluation of training and development: An analysis of various
2. models. Journal of Business and Management, 5(2), pp.16-22.
3. Raju, A., Murthy, I. B., & Sadekar, L. (2015). Training and development: A comparative study of Indian and multinational pharma companies in Goa. *Splint International Journal of Professionals*, *2*(11), 7-18.
4. Brown, K. G., & Sitzmann, T. (2011). Training and employee development for improved performance.
5. Jehanzeb, K., & Bashir, N. A. (2013). Training and development program and its benefits to employee and organization: A conceptual study. *European Journal of business and management*, *5*(2).
6. Campbell, J. P. (1971). Personnel training and development. *Annual review of psychology, 22*(1), 565-602.

19

Open Access Journal. Vol. No 2. Issue No 4. August, 2021