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## RESEARCH ARTICLE

**A study on the Perceived effectiveness of training and development of variety pharmaceuticals Pvt Ltd,  
Kulapully, Kerala**

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### Abstract

Training is an important activity in human resource management which is pervasive in all organizations. But the truth is that organizations usually do not recognize the importance of training. Due to the huge expenditure it consumes, it is necessary to consider training as an area of prime importance. This article is an earnest attempt to study the relevance of training programs conducted in the same organization and identifying, up to what extent the training has an impact on the performance of the employees. The results show that there was a dissatisfaction regarding the resources used in training programs. It is also proved that training has no effect on gender and increased productivity due to training. Years of experience should not be taken into consideration while providing training. While designing training programs, it must be kept in mind that skilled, semi-skilled and unskilled employees will benefit equally from training as it is proved that there is no significant relationship between nature of job of the employee and minimization of accidents and damages due to training.

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### Motivation:-

Human Resource Management (HRM) may be defined as a set of policies, practices and programs designed to maximize both personal and organizational goals. It is the process of binding people and organizations together so that the objectives of both are achieved. Training is a critical component in human resource management. Training has made remarkable contributions to the improvements of all kinds. This is a study of the perceived effectiveness of training in Variety Pharmaceuticals Pvt Ltd. It is an earnest attempt to study the relevance of training programs conducted in the same organization and identifying, up to what extent the training has an impact on the performance of the employees. A study of the effectiveness of training is essential to evaluate the training programs and helps in future decision making to the management. Training has made remarkable contributions to all fields. Training is essential, but doubts arise over its contribution in practice. Complaints are growing over its ineffectiveness and wastage. The training cost and apparatus have multiplied but unhappiness is still persisting where the benefits of training should show up most clearly.

So, considering all these factors, it is evident that measuring and improving the effectiveness of training is a relevant area where adequate attention must be provided.

### Objectives:-

1. To assess the relevance of the training program provided by Variety Pharmaceuticals Pvt Ltd.
2. To evaluate the effectiveness of training and development on employee job performance.
3. To examine the relationship between different characteristics of the respondents and the attainment of training objectives.

## Review and methodology:-

This study is partially descriptive and partially analytical. It is descriptive as regards the literature and analytical as regards the data collected from the primary and secondary sources of data. For executing the study, designed questionnaires are given to the employees of variety pharmaceuticals Pvt Ltd. Census method is used to collect data from the 40 respondents and the data collected are summarized, classified, tabulated and analyzed. Statistical tools such as percentages, averages, graphs, formulation and testing of statistical test (chi-square) are also performed for extracting valid conclusions from the study. Primary data are also collected from the managers of variety pharmaceuticals Pvt Ltd through informal interviews and secondary data was collected from various departments of the organization.

- ❖ Maharvi, M. W. (2011) has done their research in the topic “An empirical analysis of the relationship between characteristics and formative evaluation of training”. This paper attempted to signify the use of formative training evaluation. The authors have carried out a study at three public-sector training institutions to empirically test the predicted relationship between the training characteristics and formative training evaluation under the Kirkpatrick model (reaction and learning). This study explains the causal linkage between components of formative training evaluation, the mediating role of reaction in the relationships between training characteristics and learning was also investigated.
- ❖ Eugen Rotarescu (2010) has reviewed on the topic “alternative selection under risk conditions in human resources training and development through the application of the estimated monetary value and decision tree analysis” The topic in this article is the presentation in a succinct and applicative manner of several decision making processes and the methods applied to human resources training and development in environments with risk factors. The decisions have been optimized by the human resources training and development, the decision makers have readily available with two methods of analysis they are: (1) the decision matrix and (2) the decision tree method. Both methods compute the alternatives based on the estimated monetary value (EMV).
- ❖ Pilar Pineda (2010) has done his research in this topic “Evaluation of training in organizations: a proposal for an integrated model” and the author’s purpose of this paper is to present an evaluation model that has been successfully applied in the Spanish context that integrates all training dimensions and effects, to act as a global tool for organizations. This model analyses satisfaction, learning, pedagogical aspects, transfer, impact and profitability of training and is therefore a global model. The author has also applied the model successfully in several public and private organizations, in industry and in the services sector, which demonstrates its usefulness and viability in evaluating the results of training. Therefore, this evaluation model has interesting and practical implications, as a useful tool for training managers in evaluating training results, as well as providing a global simplified approach to the complex evaluation function.
- ❖ Cary Cherniss (2010) has done his research in the topic “process-designed training: a new approach for helping leaders develops emotional and social competence”. They have evaluated the effectiveness of a leadership development program based on International Organization for Standardization (ISO) principles. The program utilized process-designed training groups to help participants develop emotional and social competence. The study involved 162 managers from nine different companies in a random assignment control group design.
- ❖ David Mc Guire and Mammed Bagher (2010) has done their research in the topic “Diversity training in organizations: An introduction” and has reviewed the literature on diversity training and examine the effect of power, privilege and politics of diversity in organizations. This is a conceptual paper examining the arguments in favor and against diversity training in organizations. It identifies the presence of dominant groups in society leading to the marginalization
- ❖ Cody Cox. B (2009) has done his research in the topic “The moderating effect of individual differences on the relationship between the framing of training and interest in training” and has reviewed that the moderating effect of individual differences in the relationship between framing training was examined for technical and nontechnical content areas. Participants were 109 working age adults (Mean age 38.14 years, SD 12.20 years). Self-efficacy and goal orientation were examined as moderators. Results showed a three-way interaction between performance orientation (a dimension of goal orientation reflecting the desire to demonstrate competence in an achievement setting), age, and frame for technical training and a three-way interaction between performance orientation, self-efficacy, and frame for nontechnical training.
- ❖ D.A. Olaniyan and Lucas. B. Ojo (2008) has done their research in the topic “Staff training and development: A vital tool for organizational effectiveness” and has reviewed that this paper is based on staff training and development. This paper is basically a conceptual paper. The author says that the need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less apparent. It has further become necessary in view of advancement in the modern world to invest in training.

Thus the role played by staff training and development can no longer be over-emphasized. Staff training and development are based on the premise that staff skills need to be improved for organizations to grow.

- ❖ Anupama Narayan and Debra Steele-Johnson(2007) has done a review in this topic “Relationships between prior experience of training, gender, goal orientation and training attitudes” and some of the authors have said that in today’s organizations, rapid changes, an increasingly diverse workforce and competitive business environments characterize the work (Cascio, 1998; Goldstein, 2002; Smith et. al 1997). Employee’s development, and more specifically training, can help individuals and organizations work more effectively adapt to the changing environment and achieve individual and organizational goals.

## Results & Discussion:-

### Relevance of training

Particulars	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Organization considers training as a part of its strategy	22.5	65	12.5	0	0
Enough Practice was given during Training	5	55	35	5	0
Training Program was conducted by Competent Faculty	10	30	50	10	0
Resources used in the Training program was Satisfactory	0	0	30	50	20
Training Program was Informative	90	10	0	0	0
Employee was evaluated after the training program	0	0	10	60	30
Training Environment was Comfortable	0	30	67.5	2.5	0
The Training Program was Well Planned and Arranged	0	0	17.5	65	17.5
Training Objectives are met during the Session	5	90	5	0	0
The Overall Training Program was Satisfactory	0	100	0	0	0

Source: Survey Data

### Interpretation:-

22.5% of the respondents strongly agree to the statement that “Organization considers training as a part of its strategy” and 65% of them agree to the statement. But 12.5% stands neutrally to the statement. The survey shows that 5% of the respondents strongly agree to the statement that “Enough Practice was given during Training” and 55% of them agree to the statement. When 35% stands neutrally to the statement, 5% disagree to that. 10% of the respondents strongly agree to the statement that “Training Program was conducted by Competent Faculty” and 30% of them agree to the statement.

The table shows that 30% of the respondents were neutral to the statement that “Resources used in the Training program was Satisfactory”. 50% of them disagree to the statement and 20% stands strongly disagree to the statement. It has been observed that 90% of the respondents strongly agree to the statement that “Training Program was Informative” and 10% of them agree to the statement. 60% of the respondents disagree to the statement that “Employee was evaluated after the Training Program” and 30% of them strongly disagree to the statement. But 10% stands neutrally to the statement.

The study shows that 30% of the respondents agree to the statement that “Training Environment was Comfortable” and 2.5% of them disagree to the statement. But 67.5% stands neutrally to the statement. Among 40 respondents 17.5% of the respondents strongly disagree to the statement that “The Training Program was Well Planned and Arranged” and 65% of them disagree to the statement. But 17.5% stands neutrally to the statement. 5% of the respondents strongly agree to the statement that “Training Objectives are met during the Session” and 90% of them agree to the statement.

Survey concludes that 100% of the respondents have expressed that “The Overall Training Program was Satisfactory”

**Effectiveness of Training:-**

Particulars	Attained (%)	Neutral (%)	Not Attained (%)
Training Resulted in Increasing Productivity	25	75	0
Training Helps to Reduce Supervision	7.5	75	17.5
Decreased Wastage during Production due to Training	20	75	5
Training Minimized Accidents and Damages to Equipment	80	20	0
Training helped to Improve the Working Condition	87.5	12.5	0
Training Developed New Skills and Knowledge	97.5	2.5	0
Enhanced Technical Skill due to Training	85	15	0
Training Increased Job Satisfaction	80	15	5
Training Paved the way for Self Development	72.5	17.5	10
Increased Motivation and Morale Due To Training	62.5	25	12.5
Training Helped In Developing the Career	42.5	35	22.5
Training Imparted was Guided to the Development of the Organization	27.5	52.5	20

Source: Survey Data

From the above table, the data shows that 25% have attained productivity due to training where as 72.5 % is neutral. The survey shows that 7.5% attained reduced supervision due to training whereas 75 % are neutral and 17.5 % has not attained. The study says that 20% has attained decreased wastage due to training whereas 75% are neutral and 5 % has not attained. The figures show that 80% attained minimized accidents and damages to equipment due to training whereas 20% are neutral I this concern. Survey concludes that 87.5% attained improvement in working condition due to training whereas 12.5 % are neutral in this regard.

It can be concluded that 97.5% attained new skills and knowledge due to training and 2.5 % are neutral in this regard. Out of 40 respondents 85% attained enhanced technical skill due to training But 15% are neutral about this. 80% attained increased job satisfaction due to training when 15 % are neutral in this matter. In this study, 72.25% attained self development due to training. 17.5 % are neutral and 10% has not attained. It can be seen that 62.5% attained increased motivation and morale due to the effect of training .but 25 % are neutral and 12.5% has not attained it. 42.5% attained development in career when 35 % are neutral and 22.5 % has not attained this.

It is indicated that 27.5% was in the opinion that training imparted was guided to the development of the organization and 52.5% are neutral and 20% are against this.

**C. chi-square tests:-**

Particulars	Degree of freedom	Calculated value	Table value	Result
Testing of Hypothesis between gender of the employees and increased productivity due to training using chi-square test	2	3.3333	5.991	There is no significant relationship between gender of the employees and increased productivity due to training
Testing of Hypothesis between age of the employees and attainment of self development due to training	6	14.92	12.592	There is significant relationship between age of the employees and attainment of self development due to training
Testing of Hypothesis between educational qualification of the employee and development of career due to training	4	18.59	9.488	There is significant relationship between educational qualification of the employee and development of career due to training".
Testing of Hypothesis between nature of job of the employee and minimization of accidents and damages due to training	4	5.63	9.488	There is no significant relationship between nature of job of the employee and minimization of accidents and damages due to training
Testing of Hypothesis between years of experience and reduction of supervision due to training	6	11.03	12.592	There is no significant relationship between years of experience and reduction of supervision due to training".

Note: significance level is 5%

Source: Survey Data

**Findings:-****On the Relevance of Training:-**

The organization conducts training programs which is highly informative. This argument was strongly supported by almost 90% of the respondents. Training program was satisfactory to 100% of the employees. This shows the overall picture of the organization's attitude towards training. Majority of the employees support the statement that the objectives of the training are met during the session. So the aim of the training programs is almost accomplished. Only 65% of the response was positive to the statement organization considers training as a part of its strategy and training programs is well planned and arranged. This shows some kind of improvements to be made in the relevant areas. Almost half of the respondents have no complaints regarding the faculty of the trainer and importance of giving enough practice during the training.

**On the Effectiveness of Training:-**

75% of the respondents expressed neutrally that training resulted in reduced supervision and less wastage during production. This shows a positive effect of training towards the organization's well being. Majority of the respondents being more than 75% of the survey revealed that training developed new skills and knowledge to them, increased productivity, minimized accidents, improved working condition and enhanced technical skill due to training. This was a real achievement of effectiveness of training. Attainment of training in building career and organization's development was moderate to the respondents according to the survey. Increase of motivation and morale due to training was to the extent of 62.5% only.

**On the Basis of Chi-Square Test**

On the basis of chi-square test, it is proved that there is no significant relationship between gender of the employees and increased productivity due to training. The test has validated this hypothesis. It is observed that there is significant relationship between age of the employees and attainment of self development due to training. Chi-Square Test has asserted that there is significant relationship between educational qualification of the employee and development of career due to training. It is also to be noted that there is no significant relationship between nature of job of the employee and minimization of accidents and damages due to training. It has been concluded that there is no significant relationship between age of the employees and reduction of supervision due to training.

**Suggestions and Conclusion:-**

Training given by the organization to the employees should be made more effective by considering the following aspects. There was a dissatisfaction regarding the resources used in training programs. 50% of the respondents are dissatisfied with it. So, sophisticated and modern resources must be included to make the training more effective. 60% of people argued that the employees are not well evaluated after the training program. To make the training more effectively, employees must be evaluated after attending the training session to trace the improvements. Only 42.5% is benefited by training towards their career. Training should make participants more competent and enrich their career. So opportunities for career development have to be made. 20% of the employees feel inverse relationship about the training and its contribution to organization's development. After all the most important objective of providing training is to develop the organization, this minor deviation must be also taken into consideration. Morale and motivation due to training must be improved. So training should impart a sense of purpose and enhance labour morale. Training should include certain methods specifically designed to improve labour productivity, particularly of those workers who are lagging behind.

It is also proved that training has no effect on gender and increased productivity due to training. So both male and females must be given due importance during training. While designing training programs, it must be kept in mind that skilled, semi-skilled and unskilled employees will benefit equally from training as it is proved that there is no significant relationship between nature of job of the employee and minimization of accidents and damages due to training. Years of experience should not be taken into consideration while providing training. This is because there is no significant relationship between years of experience of the employees and reduction of supervision due to training. Training can be more effective if it can contribute to better interpersonal relationship between workers. Hence training programs must be designed to improve labour relations. Ultimately training should be made capable of enriching all constituent parts of workers such as mental, physical emotional and intellectual. Then only training can be considered 100% effective to the workers.

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