



Training is an important tool for Human Resource Development - a Case Study of Dr. Reddy's Laboratories

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Abstract : *This research work analyses the relationship between training and its impact on employee development in Dr. Reddy's laboratories, Miryalaguda, Several measures of Training are analyzed including methods, competency of trainers, methodology and resources of training, frequency of training, perception of employee's regarding training etc.*

Introduction

The objective of the study is to know whether employees are satisfied with training facilities provided by the company and to determine if training will make a difference in their development and performance.

In this project work, a structured questionnaire was administered to gather information and it is observed that the training programs were conducted periodically and the employees are satisfied with the training system in the organization. The statistical analysis of the study revealed that there is a significant positive relationship between Training and development.

Two hypotheses were also formulated and tested with Chi-Square relative, which rejected both the hypothesis and found there is a positive relation between satisfaction levels of training against job position and gender position. The perceived effectiveness score of the all the dependent variables of the study found to be 61.4875 and it is up to 81.96%. That means employee satisfaction level is comparatively very high about training and they are opined that training positively develops their career and leads to positive performance appraisal. As a result the improved performance of the employee acts as a supplement to the efforts of the organization for achieving goals and in turn positively contributed

to employee development. Human Resources are the greatest assets of the nation. Training is a motivational factor which enhances the knowledge of the employee towards the job by which employees become proficient in their jobs and they become able to give better results. In addition, training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring.

'Training', 'development' and 'education' are three terms frequently used. On the face of it, there might not appear any difference between them, but when a deep thought is given, there appears some difference between them. In all 'training' there is some 'education' and in all education there is some training. And the two processes cannot be separated from development. Precise definitions are not possible and can be misleading; but different persons have used these activities in different ways.

1.4 Statement of the Problem

Most, if not all organizations have an idea of what their mission is and sometimes they set down in writing their mission, what their vision for the future is, their short-term and long-term goals and their strategy to work towards achieving those goals. An indispensable resource in ensuring the materialization of an organization's goals is its staff and how



they are equipped to carry out their function.

Equipping staff adequately requires that they should be trained and a system put in place to ensure that their skills are constantly being monitored and when problems arise, they should be addressed to ensure that the staff's ability to function competently and efficiently is not impaired. Attention also has to be paid to the personal development of the individual staff to ensure that they are developing in a way that will enhance their sense of fulfillment in themselves, which should enhance their ability to better perform their role in the realization of the organization's goals.

Objectives of the study: The primary objective is to measure the effectiveness of the Training as a Human Resource Development Tool at Dr. Reddy's Laboratories and other specific objective are as follows:

- To measure the impact of Training and Development process on the enhancement of employee skills and knowledge
- To find out whether the employees are satisfied with the training and development program taken by Dr. Reddy's Laboratories.
- To evaluate the impact of Training and Development on performance appraisal and ratings of the employees
- To assess the impact of the methods and strategies of training and development adopted by the Dr. Reddy's Laboratories to motivate and strengthen human resources

Research methodology:

Data sources: The data is available in two sources i.e., the primary data will be collected by conducting interviews from the concerned employees of Dr. Reddy's Laboratories, Miryalaguda, whereas the secondary data will be taken from official journals, magazines and other recorded reports.

Data Collection methods: Collection of the data is primary aspect in research process. Data which is collected for the purpose of the research helps in proper analysis to develop findings which are helpful to conduct research effectively. The data source which is very important in the collection of data is both primary and secondary data.

The primary data collection will be done by preparing a 'structured questionnaire consisting of open ended and closed ended questions with Likert's five point scale and respondents will be met personally for data collection. A number of statements dealing with various aspects of Training practices are given in the questionnaire specifying the extent to which each statement describes their organization using the following 5-point Likert scale. The weights were given in descending order from 5 to 1 specifying –

5 = means strongly agree

4 = means Agree

3 = means Neutral

2 = means Disagree

1 = means Strongly Disagree

2.3 Sample Size & Sampling Method

This sample of employees was selected by using the convenience sampling method so that the employees are being selected from the entire population according



convenience of the researcher. A sample of 80 employees drawn from a population of size 450 employees of the company.

2.4 Formulation and testing of hypothesis relevant for the study:

First Hypothesis: There is no relationship between job position and satisfaction level of employees about training

Second Hypothesis: There is no relationship between Gender and satisfaction level of employees about training

Hypotheses Explained: The above hypotheses have been framed in accordance with the objectives of the research study. The First Hypotheses emphasizes on the need for effectiveness of training and there by satisfaction of employees with reference to their job position. Second hypothesis has been framed to know whether there is any

Comparative Score Analysis

deviation in the perception of employees with reference to their gender and there by knowing the satisfaction level of employees about training and H.R. policies in the organization.

Testing of Hypothesis: The Chi-square test is the most popular non-parametric test of significance in social science research. It is used to make comparisons between two or more nominal variables. Unlike other test of significance, the Chi-square is used to make comparisons between frequencies rather than between mean scores. The test evaluated whether the difference between observed frequencies and expected frequencies can be attributed to chance or actual population differences.

Table 1: Perceived Effective Score of the Respondents:

Effective Scores with their relative weights	Total Score	Average (Total Score/80)
Respondents Rating about training content and Methodology of training	331	4.1375
Respondents Rating about training contributed positively towards their development	353	4.4125
Respondents Rating about evaluation after training	327	4.0875
Respondents Rating about their satisfaction of training	340	4.25
Respondents Rating about training is comfortable	327	4.0875
Respondents Rating about training is well planned	318	3.975
Respondents Rating about training personal care taken in the training program	327	4.0875
Respondents Rating about training developed their career	342	4.275
Respondents Rating about training imparted is towards organizational development	333	4.1625
Respondents Rating about training developed their skills, knowledge and expertise	339	4.2375



Respondents Rating about training related to self and intellectual development	302	3.775
Respondents Rating about training enhanced skills and improved their efficiency at work place	322	4.025
Respondents Rating about training increased their job satisfaction	319	3.9875
Respondents Rating about training improved their job performance leads to positive performance appraisal	337	4.2125
Respondents Rating about training decreased accidents and equipment damage	302	3.775
Total	4919	61.4875

Source: Primary Data

Effective Score = $61.4875/15 = 4.09833/5 * 100 = 81.96\%$

Inference: The average score is found to be 61.4875. This implies that the perceived effectiveness is up to 81.96%. The employee satisfaction level is comparatively more. Total score is obtained by multiplying rating given by different number of employees with weights taken from Likert Scale ranging from 5 to 1 with their perception of Strongly agree to Strongly disagree. Average score is obtained by dividing total score with total number of respondents.

4.3 Hypothesis Testing

First Hypothesis: There is no relationship between job position and satisfaction level of employees about training

Test applied: Chi-Square

Rating of Respondents at different job positions about their satisfaction levels of Training provided by the company

Job Position	Rating of the Respondents about Satisfaction of Training					<i>Row Totals</i>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Managerial	3	5	2	1	1	12
Clerical	10	9	4	1	1	25
Technical	28	11	3	1	0	43
Column Totals	41	25	9	3	2	80 (Grand Total)



Table 22: Showing Calculation of Chi-Square Test in relation to different job positions

O	E	O-E	(O-E) ²	(O-E) ² /E
3	6.15	-3.15	9.9225	1.61341
5	3.75	1.25	1.5625	0.41667
2	1.35	0.65	0.4225	0.31296
1	0.45	0.55	0.3025	0.67222
1	0.3	0.7	0.49	1.63333
10	12.81	-2.81	7.8961	0.6164
9	7.81	1.19	1.4161	0.18132
4	2.81	1.19	1.4161	0.50395
1	0.94	0.06	0.0036	0.00383
1	0.62	0.38	0.1444	0.2329
28	22.04	5.96	35.5216	1.61169
11	13.44	-2.44	5.9536	0.44298
3	4.84	-1.84	3.3856	0.6995
1	1.61	-0.61	0.3721	0.23112
0	1.08	-1.08	1.1664	1.08
Chi-Square Value			$\frac{(O-E)^2}{E}$	10.2523

O means Observed Frequency

E means Expected Frequency

The chi-square statistic is 10.25. The P-Value is 0.248715. The result is *not* significant at $p < 0.05$. That means the first hypothesis is rejected.

Inference:

First hypothesis: There is no relationship between job position and satisfaction level of

Employees about training

According to first hypothesis, satisfaction level of employees does not change with job position. But after calculation of Chi-Square static value, it is (10.25) more than the P-value (0.248715) given in the table. Hence first hypothesis is rejected. So, it can be concluded that there is relationship between job position and satisfaction level of employees.

Second Hypothesis:

As such we can understand that there is relationship between job position and satisfaction level of employees. Usually satisfaction levels changes with job position, higher the job position lower will be satisfaction level of employees. It can be even proved with relative scores given by the respondents. Managerial level employees average satisfaction level about training is 3.6, whereas the average is 4 in clerical grade employees and in case of technical cadre it is 4.53. That means higher the job position and lower will be satisfaction level. Hence first hypothesis is rejected.



There is no relationship between Gender and satisfaction level of employees about training

Test applied: Chi-Square

Rating of Respondents at different genders about their satisfaction levels of Training provided by the company

Rating of the Respondents about Satisfaction of Training						
Job Position	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	<i>Row Totals</i>
Male	21	20	8	2	1	52
Female	20	5	1	1	1	28
<i>Column Totals</i>	41	25	9	3	2	80 (Grand Total)

Table 23: Showing Calculation of Chi-Square Test in relation to different job positions

O	E	O-E	(O-E) ²	(O-E) ² /E
21	26.65	-5.65	31.9225	1.1978424
20	16.25	3.75	14.0625	0.86538462
8	5.85	2.15	4.6225	0.79017094
2	1.95	0.05	0.0025	0.00128205
1	1.3	-0.3	0.09	0.06923077
20	14.35	5.65	31.9225	2.22456446
15	8.75	6.25	39.0625	4.46428571
1	3.5	-2.5	6.25	1.78571429
1	1.05	-0.05	0.0025	0.00238095
1	0.7	0.3	0.09	0.12857143
Chi-Square Value	$\frac{(O-E)^2}{E}$			11.52942762

The chi-square statistic is 11.53. The P-Value is 0.348967.

The result is *not* significant at $p < 0.05$. Hence Hypothesis is rejected

Inference:



Second hypothesis: There is no relationship between gender and satisfaction level of Employees about training

According to first hypothesis, satisfaction level of employees does not change with gender position. But after calculation of Chi-Square static value, it is (11.53) more than the P-value (0.34896) given in the table. Hence second hypothesis is rejected. So, it can be concluded that there is relationship between gender position and satisfaction level of employees.

As such we can understand that there is relationship between gender position and satisfaction level of employees. Usually satisfaction levels changes with gender, female employees satisfaction level will be more than male employees. It can be even proved with relative scores given by the respondents. Female employees average satisfaction level about training is 4.5, whereas the average is 4.3 in case of male employees. That means female employees satisfaction level is more than male employees. Hence second hypothesis is rejected.

5.1 FINDINGS:

From the primary data analysis and interpretation it is found that -

1. 50 % of the Respondents are opined that training content and Methodology of training is suitable and it is the best and useful in achieving the objectives of their job. Almost all 28% of the respondents are agreeing that it is useful in achieving in their job objectives.
2. Respondents rating are very high in relation to training contributed positively towards their development. 58 % of the Respondents strongly agree that it is contributed positively towards their development and 29% are agreeing that training useful for their development.
3. 46 % of the Respondents rated that they were evaluated after training and 31% agreeing this fact and about 13% are neutral and remaining does not agree.
4. Respondents Rating about their satisfaction of training is considerably very high. Almost more than half of the respondents (51%) strongly agree that they are very much satisfied with the training provided by the company. 31% of the respondents agreeing the fact that they are satisfied with training program of their company.
5. Respondents Rating about convenience of the training is comparatively better. 47% of the respondents are strongly agree that the schedule of the training is convenient for them and 33% are feeling that it is convenient.
6. A respondent rating about training is well planned relatively good. Some 39% of the respondents strongly agree that training program is well planned and 36% of them are agreeing the fact that training is well planned.
7. 36% of respondents are opined that personal care has been taken while conducting training programs and 39% are agreeing this fact. And 23% are neutral, remaining does not agree.
8. 51% of the Respondents strongly agree that training developed their career and 33% opined that it is contributed towards development of their career. And



11 % are neutral and remaining does not agree.

9. Rating of respondents about training program of the company is towards organizational development is relatively lower, only 40 % of the respondents strongly agree this fact. 43% of them agreeing that training is towards organizational development.

10. Rating of respondents about training leads to development of their skills, knowledge and expertise is comparatively higher than all the dependent variables included in the primary data collection. Almost all 60% of the respondents are strongly agree that that training program enhanced their skills, knowledge and expertise.

11. 38% of the respondents strongly agree that training leads to self and intellectual development and 26% of them are agreeing this fact. While 10% are neutral and remaining does not agree.

12. 36% of the respondents are strongly agree that training enhanced their skills and improved their efficiency at workplace. 44% of them also agreeing the fact.

13. Responding rating about training increased their job satisfaction is high and 43% of them are strongly agreeing the fact that training increased their job satisfaction levels.

14. Exactly half of the respondents are strongly agree that training improved their job performance and leads to positive performance appraisal and 30% of them agreeing the fact.

15. 38% of the respondents strongly agree that training decreases accidents

and minimizes damage to equipment. While 26% of them agreeing this fact.

16. With reference to the perceived effectiveness score of the all the dependent variables in the questionnaire, it is found to be 61.4875. This implies that the perceived effectiveness is up to 81.96%. The employee satisfaction level is comparatively very high.

17. The First Hypothesis, there is no relation between job position and satisfaction of employees about training is rejected. To test this hypothesis, Chi-Square valuation is done. It is 10.25 against p-value 0.24875 from the table. As calculated Chi-Square relative is more than the table value, the first hypothesis is rejected.

18. The Second Hypothesis, there is no relation between gender position and satisfaction employees about training is rejected. To test this hypothesis, Chi-Square valuation is done. It is 11.53 against p-value 0.3489 from the table. As calculated Chi-Square relative is more than the table value, the second hypothesis is rejected.

5.3 Suggestions:

Dr. Reddy's Laboratories, Miryalaguda at present enjoys greater employee performance through successful implementation of the training & development therefore the researcher mainly recommends that they should carry out the current situation as much as possible without getting deterioration the situation. They should not decrease their commitment and enthusiasm towards training & development by the time or changing the management commitment and attitudes on strengthening the skill and the knowledge of employees.



Following suggestions can be made for general perception of every organization.

1) Before implementing training & development related programs within everywhere, an attitudes survey should be carried out in order to confirm that relevant parties are interested in training & development and holding positive attitudes regarding that concept. Otherwise, the program would fail since the training development is a self-disciplinary oriented program and it needs people's commitment at their best to achieve success. People are not committed towards any program, if they hold negative attitudes for that programme. Implementing training & development in such an environment, the whole program will come to a halt naturally. Thus the company will lose its resources at last whereas nothing has been achieved.

2) Before implementing training & development related program, there should be a systematic plan and program to give proper education about the training & developments, how it is implemented. What benefits could be achieved, the importance of it in responding competitive environment, how it contributes to customer satisfaction and personal development. These awareness programs will facilitate to eliminate negative attitudes and help to increase interesting and knowledge regarding the training & development concept. Before implementing such a program, the education level of employees should be taken into account, since when training or awareness program has been aligned with the education level of employees. The effectiveness of that program will be high. Receiving a feedback from employees is important as well. When

implementing the training & developments within the work place, follow up programs should be implemented after certain period of time to ensure whether the program is fruitful.

3) Top management should understand the importance of the training & development and its benefits, how it contributes to uplift organizational personality, mental conditions of employees etc. They should actively participate in training & implementing process, and pay adequate attention for implementing problems and difficulties and respond them in an immediate manner. They should motivate employees to carry out these activities with enthusiasm.

4) Employees who are engaging different kind of duties does not have proper knowledge how training & development could be utilize for their activities. Especially for Technical staff, such setbacks should be overcome by conducting special education programs particularly designed for them.

5) Annual transfer schemes when transferring staff to different divisions should identify the type and kind of training given to them. Priority should be given for them to transfer to the relevant sections for which the training has been given.

6) An incentive scheme should be coupled with the productivity improvements of the employee after the Training and development.

5.4 Summary and conclusion: The present study examined the influence of training on employee development. It further presents that organizational performance is significantly determined



by training imparted to the employees or in other words training is an important antecedent of performance. Performance of an organization relies on the employee commitment which in turn depends on the HR policy of training and development. The study of relationship of the employees' training with human resource development is important for today's managers because the modern business trends demands more efficiency, accuracy and effectiveness in less time and cost and this can be achieved only through design, development and deployment of excellent training programs to the employees. By introducing more training programs in the organization employees become interested to get more knowledge about their jobs which eventually helps them in getting promotions among their peer groups. Since training has significant influence on employee's work commitment and performance, it is important to reinforce and apply training as part of organizational agendas in achieving organizational goals.

This project work analyses the relationship between training and its impact on employee development in Dr. Reddy's laboratories, Miryalaguda, A.P. Several measures of Training are analyzed including methods, competency of trainers, methodology and resources of training, frequency of training, perception of employee's regarding training etc.

The objective of the study is to know whether employees are satisfied with training facilities provided by the company and to determine if training will make a difference in their development and performance.

In this project work, a structured questionnaire was administered to gather information and it is observed that training programs were conducted periodically and the employees are satisfied with the training system in the organization. The statistical analysis of the study revealed that there is a significant positive relationship between Training and development.

Two hypotheses were also formulated and tested with Chi-Square relative, which rejected both the hypothesis and found there is a positive relation between satisfaction levels of training against job position and gender position. The perceived effectiveness score of the all the dependent variables of the study found to be 61.4875 and it is up to 81.96%. That means employee satisfaction level is comparatively very high about training and they are opined that training positively develops their career and leads to positive performance appraisal. As a result the improved performance of the employee acts as a supplement to the efforts of the organization for achieving goals and in turn positively contributed to employee development.

It may conclusively be stated that training to a big extent leads to an improved employee's performance but still it is not the sole factor that leads to good performance rather it is a combination of factors. A lot of future research can be done on different factors in Pharmaceutical industry and other industries, but specifically in relation to employees' performance factors like training needs assessment, training programs design, development, & deployment are important to study for knowing their effects on the resultant employees' performance in pharmaceutical industry. The role of



managerial and leadership factors in employees' training and performance is also of unique importance and thus required to be investigated because a good manager or leader either increase or decrease the efficacy of training which in end affect employees' performance. The employee's compensation also has significant effect on the performance because the employees which are not paid well often show poor performance.

5.5 Limitations of the Study:

The present study suffers from the following limitations.

- ❖ There may be greater tendency of fluctuation in the behavior of respondents.
- ❖ The samples size taken for the study may not be sufficient from the entire population.
- ❖ The sampling technique adopted is convenience sampling hence this doesn't focus on any segment.
- ❖ The secondary data used for the study may be biased.
- ❖ Even though the study may be undertaken with utmost care there may be some problems in giving the complete interpretations.

5.6 Directions for further Research

The Research was to study the significance of the Training and how it is positively contributing to employee development. Even though there are number of research carried out on this topic, there wasn't a study carried out to see the significance on the Pharmaceutical Industry. This research findings discussed under the recommendations could be used by the other Companies in

Pharmaceutical Industry. Also this can be used as a model to study the other organizations behavior where there is no such study has not yet been focused. Pharmaceutical sector development is taking place rapidly and the Technology is changing very quickly. Companies should sustain their growth by extensive training and development programs. It is suggested that this study could further extend with wider dimensions considering the impact of Technological changes, funding and finding knowledgeable resource personal for T & D and the employee retention under the competitive turbulent environment.

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