

Impact of Training in Pharmaceutical Industry: An Assessment on Square Pharmaceuticals Limited, Bangladesh

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Abstract: *Employees play the key role in an organization. Training is one of the important tools of HRM to increase employees job related competitiveness and effectiveness. This paper is focusing on the training practices and impact of training of Square Pharmaceuticals Limited, one of the leading pharmaceuticals companies of Bangladesh. In this paper researcher tries to focus on the trainings importance and training impact on the employees. Researcher tries to find out the impact of training by frequency analysis and through some graphical representation she tries to focus on the increasing trend of training in the organization. In conclusion it can be said that training has a significant role in development of employee performance in an organization. Organization should emphasize on the competitive training program for the development of their employees as well as organization.*

Keywords: Training, Effectiveness, Performance, Productivity, Square Pharmaceutical.

1. Introduction

Organizations in all sectors (private, public or voluntary) have to be business-like in the sense that they are in the business of effectively and efficiently achieving their purpose, whether this is to make profits, deliver a public service or undertake charitable functions. The major concerns of HRM are to meet the business needs of the organization and the individual and collective needs of the people employed in it. One of the strategic tools for implementing this belief is training and development initiatives.

For an enterprise to conduct the business effectively, it is very important to have money, materials, supplies, equipment, and ideas about the services or products to offer those who might use its outputs and finally people, who are known as human resources to conduct the business. The function of Human Resource Management is to ensure the effective use of those human resources. And training is one of the most important tools to ensure that use of the employees' effectiveness. Trainings added value to human resources. Leibowitz (1981) training is the permanent change in behavior. Employee should be taught how to do a particular task? Development is a long term process.

Employee is the key elements of an organization. Organizations success and failure depends on the performance of employees. Employee development is one of the functions of Human Resource Management. Ellena (2000) explained that employees developed performance would develop the organization and organization become flourish and it helps to increase employees' performance.

Champathes (2006) discussed in his paper that, employees increased performance will lead to the organization effectiveness. Bartel (1994), MacDuffie and Kochan (1995) discussed in their research that training are one of

the activities to get qualified, flexible and proactive employees. Barney and Wright (1998) in an organization which can be the sources of competitive advantage of human element are knowledge, skills and attitude. Neo (2006) in his paper explained organization invest huge amount of money to give employee learning of job related competencies.

Singh and Mohanty (2012) explained in their research, organizations provided training actually is an important tool to improve employee productivity which increase organizational productivity and effectiveness which is the product demand for all organization. But organization has to face the challenges to maintain a balance between training value and training expenditure.

Sultana, Irum, Ahmed and Mehmood (2012) suggested in their paper if organizations invest in right type of employees training it can enhance employee performance as well as competencies and skills. In addition training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance. Thus the objective of this study is to show the impact of training on employees' performance.

2. Company Background and Profile

Square Pharmaceuticals Ltd is the flagship company of Square Group. In stark contrast to its present stature, square had a rather humble beginning. In stark contrast to its present stature, square had a rather beginning. In 1958, the Company started out as a small scale pharmaceutical venture at Pabna, a small town in Northern Bangladesh. It was a partnership effort of four young and enterprising men under the leadership of the Chairman, Mr. Samson H Chowdhury, whose determination and passion saw it

through the turmoil of the early days. In 1964, the Company was turned into a private Limited Company. After the independence of Bangladesh, 1975 was quite a significant year for Square as it established a technical collaboration with Janssen Pharmaceuticals of Belgium; a subsidiary of Johnson and Johnson, USA. In its relentless quest for higher technology, Square signed a technological collaboration agreement with F. Hoffman-La Roche & Co. Ltd in 1982. 1985 was another historical year for Square as the company gained the market leadership for the first time in Bangladesh pharmaceuticals market and since then it has been maintaining its position as the leading pharmaceutical Company gained the market leadership for the first time in Bangladesh pharmaceuticals market and since then it has been maintaining its position as the leading pharmaceutical Company of the country. In 1987, Square became the first Bangladeshi company to export its product abroad. The Company stepped into a new era when it was transformed into a Public Limited Company in 1991 and subsequently it was publicly listed at both the stock exchanges in the year 1995. Square Pharmaceutical Ltd has been successfully retaining its market leader position in Bangladesh for the last consecutive 22 years and its current market share is approximately 16%.

Training & Development enables for people to enhance their skills, keep them updated with recent changes. Square offer both on-the-job and off-the-job at both theoretical and practical training opportunities through a range of Local, Regional and International Training programs that include both functional and managerial levels on the basis of Training Need Assessment. Training Need Analysis (TNA) is conducted by Department Heads and Human Resource Department jointly on the basis of job analysis.

As one of the major functions of the HRD of SPL, training and development composes of multiple aspects in its execution for all levels of employees and workforce. It is considered a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees.

2.1 Training Needs Assessment / Analysis

A growing number of consulting companies and individuals specialize in helping clients identify their training needs. Before training someone, it obviously makes sense to know whether the person really requires training and, if so, what the training should achieve. Training therefore traditionally starts with determining what training is required.

Square Pharmaceuticals Ltd. has its own TNA techniques. The first step that SPL takes is determining its training needs. Because training is considered a vital investment that impacts organizational development, the Human Resource Department has to understand who needs what training, at an individual as well as group level. Sending employees to unnecessary external trainings or conducting useless internal trainings not only wastes monetary resources but also wastes time for work processes. This

leads to employee dissatisfaction and degrading of the working environment.

The second step for the TNA is to understand the specific skills and knowledge required for particular tasks and positions. The job descriptions forms may help in this matter. This step also emphasizes on the setting for the training (on/off the job, in-house/outdoor, etc) and the probable mistakes that may deviate the intent of the program. At SPL, this is conducted both by the T&D executives and recruiting personnel, so that the nature of the job is aligned with the program.

Finally, trainees who need the training are determined via TNA forms that indicate their existing competencies, areas for improvement and the extent for improvement. The finally stage determines who will attend what training and when. This usually occurs at the beginning quarter of the year, so that the required trainings and budgets are determined and arranged (internally / externally) throughout the year.

At SQUARE, training programs are arranged in such a way that employees have the opportunity to apply it on the job, whether through new work methods or adapting new organizational/departmental strategies. An example would be the training given to many employees and managers through an external training for the SAP-ERP, immediately before and during its inclusion in the company.

Evaluation of training helps SPL know who needs what training in the future and where to invest more. Successful job performers provide a comparison on what they do differently than unsuccessful job performers. It also helps the company compare productivity and profits before and after training, in their own analytic and strategic way.

2.2 Types of Training Programs of SPL

- Executive and managerial training
- Non-Executive Trainings
- Field Forces Trainings

2.3 Training of MPO (Medical Promotion Officer)

Medical promotion officers play an important role for square pharmaceuticals Ltd. They are work in the field with doctor. Every year SPL needs a lot of MPO in square pharmaceuticals for improving the business of the organization.

2.4 Topic of Training of MPOS

- Human anatomy & basic history
- Basic physiology & pathology
- Digestive system
- Respiratory system
- Gento-urinary system & reproductive system
- Central nerves system
- Blood

- Cardiovascular
- Dialectology & diabetic
- Endocrinology & hormone
- Skin & skin disease
- Eye & eye infection

3. Literature Review

Human Resource Management activity is the backbone for an organization. Organizations invest huge capital for the development of employees' performance because the performances of the employees ultimately increase the performance of the organization. Stone R J. Human Resource Management (2002) training has an important role to achieve an organizational goal by incorporating the interests of the organization and the workforce. Iftikhar Ahmed and Siraj-ud-din (2009) agreed that training and development is an important activity to increase the performance of the employees. Brinkerhoff (2005) said in his paper that organization can no longer afford its provided training until it is not evaluated to achieve the organization's strategic goals, mission, and effectiveness.

Chris Obisi (2011) said in his paper, training objectives are what employees would achieve and gain after undergoing the training program. Before an employee embarks on any training program it is assumed that there are some deficiencies. If the deficiencies are overcome after the training it means the objective of the training has been achieved. Foot and Hook (1996) explained when training is not evaluated, the investment and its effects cannot be tested and resources can be wasted in inadequate activities. Organization can develop and increase the quality of the employees by ensuring the relevant training. Any training program which is not relevant that should not be undertaken. Training should be design to solve the problem and fill the gaps of employees.

Effective training program increase the productivity of employees. The terminology "Productive" means fruitful, lucrative and profitable. Scientifically productivity can be defined as the relationship between input and output. Employee productivity is the log of the net sales over total employees- an economic measure of output per unit of input. Over the time training has been an important variable to increase the organizational productivity. Colombo and Stanca (2008) and Konings and Vanormeligen (2009) explained in their research that training is one of the fundamentals and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity.

Holton (2000), training should be design and deliver in such a way that provides trainees that ability to transfer the learning back to the job. Job characteristics and firm background play a key role in determining training provision. Effective training programs are systematic and continuous. Singh and Mahanty (2012) discussed that new employees learn through trial and error, self assessment and introspection and by asking questions and experienced employees learn from on the job experience. Deming (1982), on the job training helps employees to get the

knowledge of their job in a better way. Generally on the job training reduces cost and saves time.

To determine the training provision, job characteristics and firm background play a significant role. Sultana, Irum, Ahmed and Mehmood (2012) explained in their research that employees those who take off the job training are less likely to take on the job training, and those who received on the job training were neither more or less likely to have received off the job training. However a complimentary relationship was found between receiving informal training and receiving off the job or on the job training. Sultana, Irum, Ahmed and Mehmood (2012) further discussed, in between training and employee performance there is a positive relationship.

Benedicta and Appiah (2010) in their paper gave consent that training generates benefits for the employees as well as the organization by positively influencing employee performance through the development of employee knowledge, skills ability, competencies and behavior. There is a significance difference between the organization that train their employees and those organizations that do not. Evans and Lindsay (1999) explained that organization that is dedicated to generating profits for its owners and providing quality service for its customers and beneficiaries usually invest in the training of its employees.

Sole and Mirabet (1997) discussed that training programs success depends on the current implimenattion of all steps of the process: previous analysis of training needs, development and implementation of an adequate training plan and evaluation. in conclusion the writer can say with Huselid (1995) and Ichniowski et al., (1997) that training with the other activities of the organization positively affects results and training is with the productivity increase and it decrease the turnover of effective employees. Carlos A. Primo Braga (1995) suggested that every organization should train their employees according to their need of time so that they could successfully compete with their competitors.

4. Previous Work

In early year there are many research conducted on this topic. For research this is very effective topic, because the improvement of an organization depends on the performance of employees and employees' development depends on their capability, skills and knowledge. And training is very effective tools of Human Resource Management to improve the productivity & performance of an employee.

In 2012 Afasan Sultana, Sobia Irum, Kamran Ahmed, Nasir Mehmood conducted a research on the impact of training on employees performance. They surveyed the telecommunication sector of Pakistan. Chris Obisi (2011) made the research training and development in some Nigerian organization. Employee development and its affect on employee performance: A conceptual framework conducted by Abdul Hameed and Aamer Waheed in 2011. Impact of training practices in employee productivity: A comparative study was done by Rohan Singh &

Madhumita Mohanty in 2012. Like these there are many research conducted on this topic.

All the research result showed that training always helps to improve the employees' productivity and performance. If the organization properly design and evaluate the training program then it is guaranteed that the performance of the employees will increase and with employees performance the organization will be also develop.

5. Methodology

A closed-ended interview-schedule designed to collect primary data. I conducted a survey with 20 Medical Promotion Officer (MPO) for collecting information regarding the impact of training in SPL. After collecting all necessary data, data have been analyzed and tabulated descriptively. And, this tabulated information used to measure perceived satisfaction and dissatisfaction level of the employees. To measure the satisfaction level a 5 point scale has been used which is denoted by 1=SD, 2=D, 3=N, 4=A, and 5=SA.

The writer tried to examine the impact of training and development of employees of square pharmaceutical ltd. responded individual and group and analyzed using frequency tables, percentages and graphs for pictorial representation of the data collected and for summarizing responses from the respondents.

5.1 Sampling

The sample includes 250 from Square Pharmaceuticals Limited.

5.2 Data Collection

The data was collected from two different sources- Primary and secondary.

a) The Primary Sources

- Face-to-face discussion with the relevant officials.
- Practical/ hands-on experience of working at the distribution department.
- Study of relevant files provided by the officers concerned.
- Questionnaires to target employees.

b) The Secondary sources

- Working Papers
- Annual Reports.
- Office Files
- Selected Books.
- World wide webs.

6. Discussion

In this report the writer tried to provide an overview about the training of MPO & training impact MPO. Now there is an overview of MPO training from 2008-2012. From the next page there is an analysis of the training giving and

taking ratio of Square Pharmaceutical Ltd. from the year 2008 to 2012.

6.1 Training given to MPO from 2008-2012

Table 1: No. of trainees attended training from 2008 to 2012

Year	No of MPO
2008	158
2009	208
2010	266
2011	377
2012	405

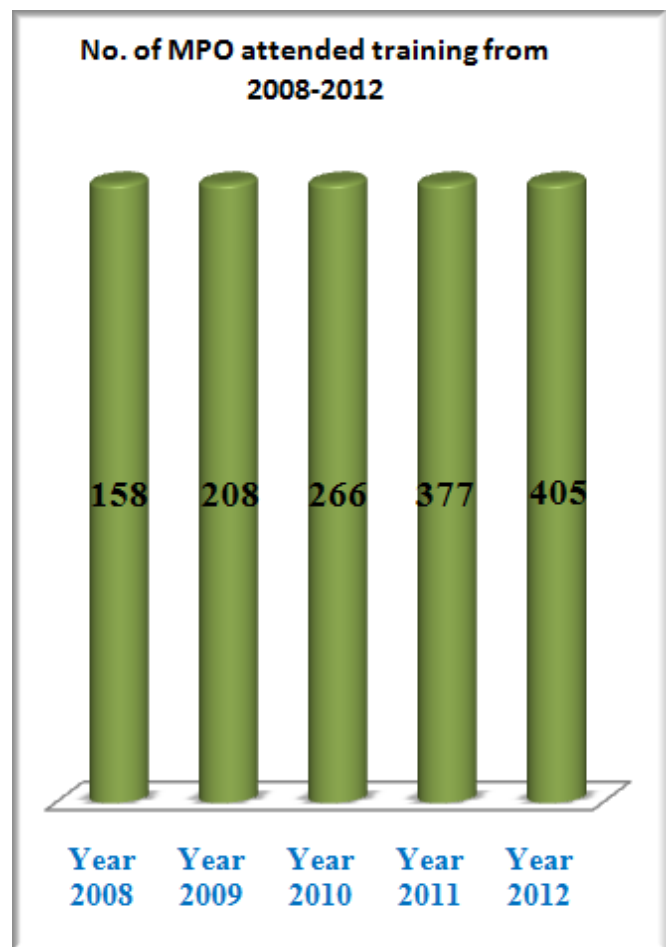


Figure 1: No. of MPO attended training from 2008-2012

From 2008 to 2012 total 1414 trainee participated in SPL training program. Among them 158 trainee attended in 2008 and 208 trainee in 2009. From 2010 to 2012 there are 266, 377 and 405 trainees attended the training program designed for MPO. In 2011 the growth ratio decreased but SPL maintain the growth ratio from 2012 again.

6.1.1 Training Given Ratio in last 5 years

Table 2: No. of batch attended training from 2008 to 2012

Year	No of Batch
2008	4
2009	6
2010	9
2011	11
2012	10

No. of batch attended training in last 5 Years

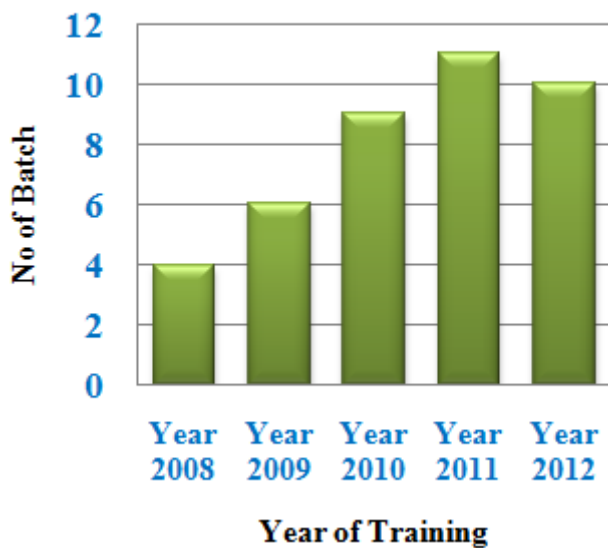


Figure 2: Training batches in last 5 years

From 2008 to 2012 SPL provides training about to 40 batches. In 2008 training provided to 4 batches. In 2009 there 6 batches attended in training, 9 batches attended in 2010, and in 2011 & 2012 accordingly 11 & 10 batches attended in training. Below there is a table showing the number of trainee participated in training from 2008 to 2012. As the training giving ratio is increasing over the time it can say that the organization is improving.

6.2 Impact of Training

In this portion of report writer tried to find out the impact of training from the MPO's of SPL. Writer interviewed 20 MPOs of SPL and from their answer and tried to identify the overall impact of training provided by SPL. Few of the question was ask to them are discussing below.

6.2.1 Do you think your organization's provided trainings are enough for you to achieve your performance objectives?

Table 3: Evidence that training is enough to achieve performance objectives

Variables	No. of observation	Percentage
Yes	200	80
No	50	20
Total	250	100

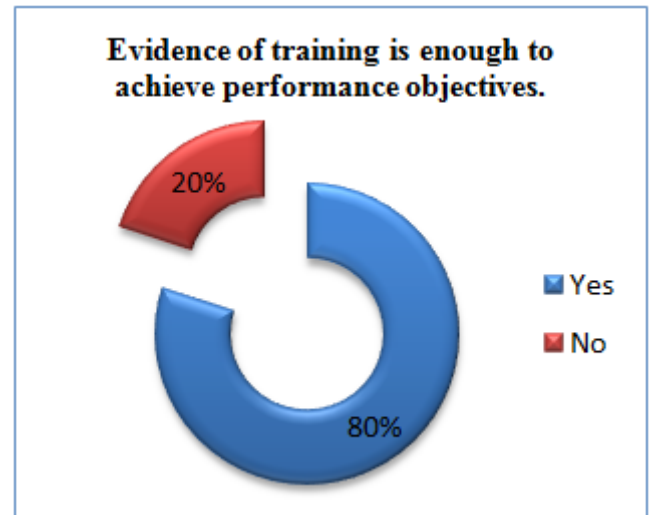


Chart 1: Evidence of training is enough to achieve performance objectives

From this chart it is clear that 80 percent MPO beliefs that the training they are receiving from SPL is enough to achieve their performance objectives. 80 percent are giving their opinion to yes and 20 percent are telling no.

6.2.2 Do you agree after training your performance is increased?

Table 4: Evidence that training is increasing employees' performance

Variables	No. of observation	Percentage
Strongly Agree	125	50
Agree	100	40
Neither Agree or Disagree	25	10
Total	250	100

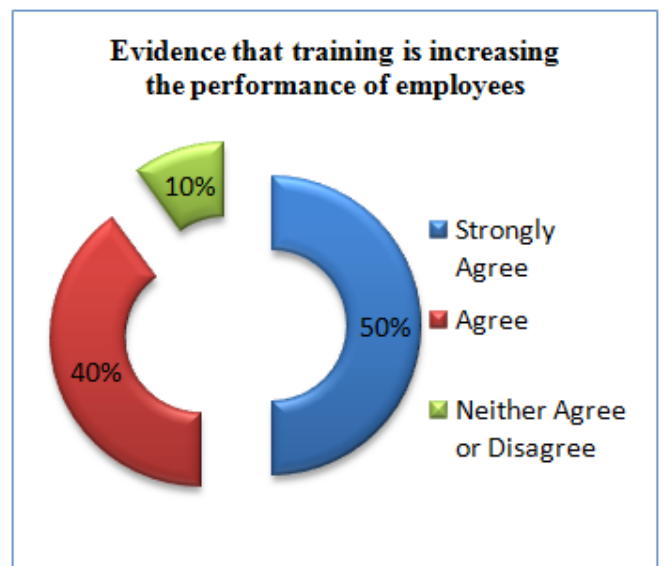


Chart 2: Evidence that training is increasing the performance of employees

From this chart it can say that, 50 percent MPO stongly beliefs that their training is the reason of increasing their performance. 40 percent agree that their performance is

increasing because of training but 10 percent is remain neutral to vote for the training provided by SPL.

6.2.3 Are you satisfied with the training content provided by your organization?

Table 5: Evidence that employees are satisfied with training content

Variables	No. of observation	Percentage
Strongly Agree	125	50
Agree	100	40
Neither Agree or Disagree	25	10
Total	250	100

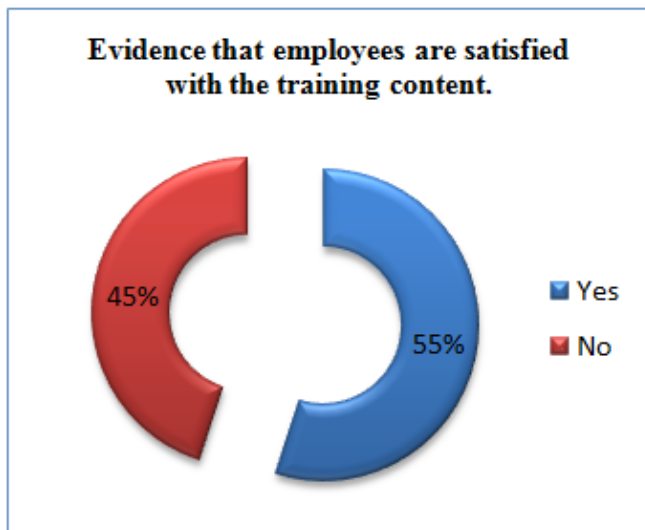


Chart 3: Evidence that employees are satisfied with the training content

This chart is telling that 55 percent employees are satisfied with the training content and 45 percent employees are not satisfied with the content. Though majority are supporting the content, here SPL should change the training content in such ways where employees feel interest to attend the training.

6.2.4 Do you think Training & Development has impacted positively on your organization?

Table 6: Evidence that training has impact on organization

Variables	No. of observation	Percentage
Strongly Agree	125	50
Agree	100	40
Neither Agree or Disagree	25	10
Total	250	100

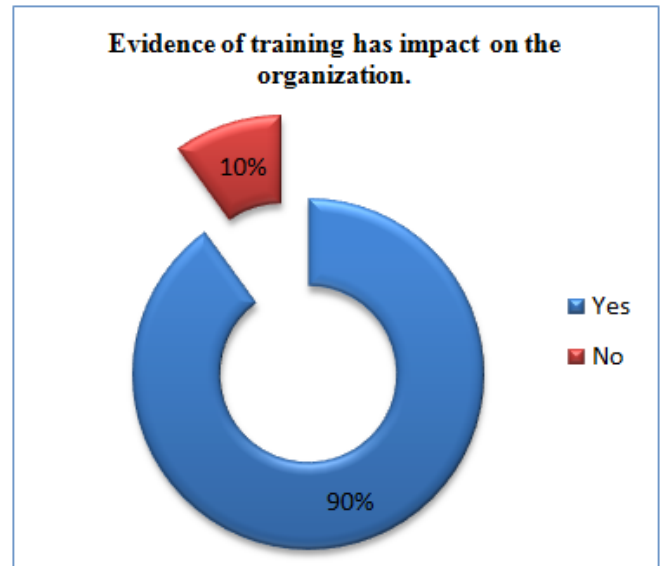


Chart 4: Evidence of training has impact on the organization

From this chart it is clear that 90 percent MPO believes that the Training & Development has positive impact on the organization. 90 percent are giving their opinion to yes and 10 percent are telling no.

6.2.5 Are you satisfied with your training environment?

Table 7: Evidence that employees are satisfied with the training environment

Variables	No. of observation	Percentage
Strongly agree	112	45
agree	100	40
Neither agree or disagree	38	15
Total	250	100

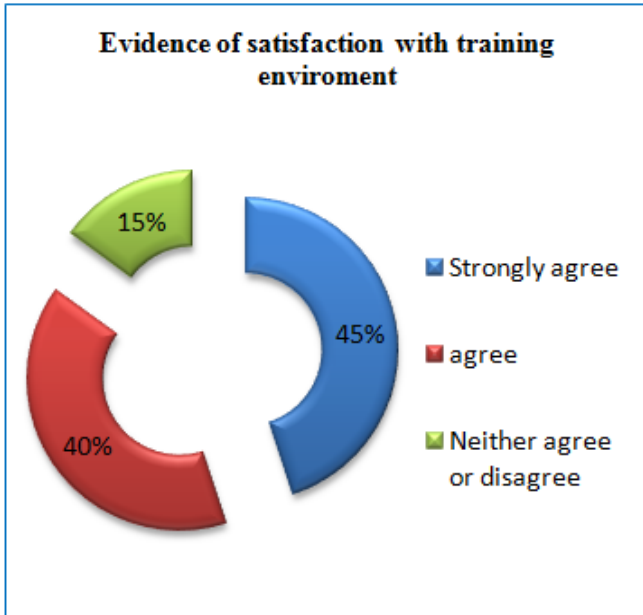


Chart 5: Evidence of satisfied with your training Environment

From this chart it can say that, 45 percent MPO stongly beliefs that they are satisfied with their training enviroment. 40 percent agree that their training enviroment is not as per their expectation but 15 percent is remain neutral to vote for the training environment provided by SPL.

5.2.6 The content of training is very suitable for the competitive market?

Table 8: Evidence that training is suitable for the market

Variables	No. of observation	Percentage
Strongly agree	162	65
agree	50	20
Neither agree or disagree	38	15
Total	250	100

Evidence that training is suitable for the market

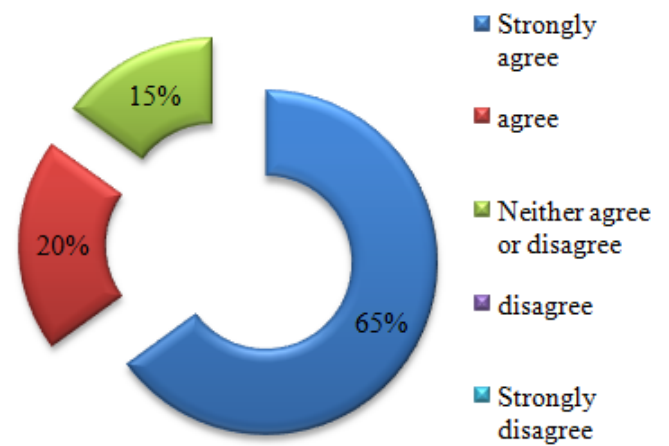


Chart 6: Evidence that training is suitable for the market

From this chart it can say that, 65 percent MPO stongly beliefs that their training training provided by SQL is suitable for them. 20 percent agree that their training is not suitable and 15 percent is remain neutral to vote for the training suitability provided by SPL.

6.2.7 You can easily apply the learning of the training?

Table 9: Evidence that learning can be applied in the job

Variables	No. of observation	Percentage
Strongly agree	112	45
agree	50	20
Neither agree or disagree	88	35
Total	250	100

Evidence of easily apply the learing of the training

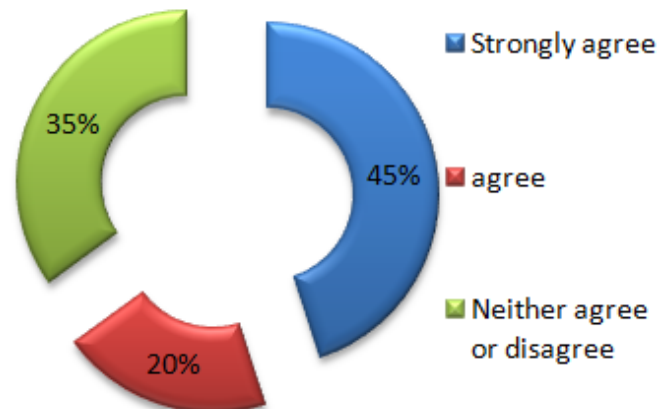


Chart 7: Evidence of easily apply the learning of the training

From this chart it can say that, 45 percent MPO stongly beliefs that they can easily apply the learning of the training. 20 percent agree that they can easily apply the learning of the training but 35 percent naither agree or disagree.

6.3 Impact of the training of SPL

From the above discussion it can say that which training is provided by SPL is effective for its employees. When question asked to the MPOs, they provided their opinion by their answer. From their answer it is clear that maximum MPOs are satisfied with the content of the training, environment of the training and they agreed that their performance increased after the training.

7. Conclusion

Employee is the valuable resources for any organization. And the success and failure of an organization extremely depends on the performance and productivity of the employees. Training plays a significant role on productivity. In this report it examines and investigates the literature review on employee development and employee performance. It also showed that training improve the productivity of the employees.

8. Limitations and Recommendation for further Research

Due to limited resources and time, the survey was designed to use questionnaire as an instruments to collect the necessary information from the respondents. A more details analysis will then be more meaningful with the larger size. There are other determinants of employees' productivity which are not focused in this paper. Due to time constraints, and small sample size the future research results can be changed.

So now we can make the conclusion that the provided training has positive impact on the employees and they are doing well in the competitive market and their performance is improved after the training.

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Author Profile



Mahbuba Sultana has completed her MBA from Northern University Bangladesh. After passing of her MBA she joined as a trainer in BizEx Bangladesh Limited. Some training topics of her training are stress management tips, 35 tactics of negotiation, and guidelines better communication. Now she is working as a Lecturer in Management at Northern University Bangladesh.

Appendix: Questionnaire (MPO Level)

Appendix 1: Questionnaire on the Impact of Training and Development

This questionnaire is designed to evaluate the impact of Training and Development on job performance as an academic exercise.

Please tick the appropriate box or write in the space provided.

Please, note that any information provided would be treated confidential

Respondent’s Occupational Information

1. What is your job position?
2. How long have you been in the Service?
3. Do you think your organization’s provided trainings are enough for you to achieve your performance objectives?
Yes
No
4. Do you agree that your training improved your job performance?
Yes
No
5. Are the skills and knowledge obtained during training provided by your organization important to your job?
Yes
No
6. What type of training have you received from your organization?
Employee Orientation
On the job Training
Mentoring
External Training
Refresher
7. Do you think Training & Development has impacted positively on your organization?
Yes No

8. How often you receive training from your organization?

- Quarterly
- Twice in a year
- Once in a year
- Rarely
- None

9. Do you think the frequency of Training and Development provided by your organization really has any positive impact on your performance?

Yes No

10. Are you satisfied at your field training?

Yes No

11. What is the duration of training period?

Long term Short term

<i>Sl No.</i>	<i>SA</i>	<i>A</i>	<i>Neither A/ D</i>	<i>D</i>	<i>SD</i>
12. Are you satisfied with your training environment?					
13. Are you satisfied with the training provided by your organization?					
14. The content of training is very suitable for the competitive market?					
15. You can easily apply the learning of the training?					
16. Trainers are very friendly and cooperative.					
17. After training my performance has increased.					
18. The learning is important for me to improve myself					
19. I feel the training is very effective for us.					
20. The posting is done based on the training.					

Appendix 2: How long have you been in the Service?

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	1 to 3 years	12	60.0	60.0	60.0
	4 to 6 years	6	30.0	30.0	90.0
	6 to 9 years	1	5.0	5.0	95.0
	9 above	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Appendix 3: Do you think your organization’s provided trainings are enough for you to achieve your performance objectives?

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Yes	16	80.0	80.0	80.0
	No	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

Appendix 4: Do you agree that your training improved your job performance?

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	yes	16	80.0	80.0	80.0
	no	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

Appendix 5: Are the skills and knowledge obtained during training provided by your organization important to your job?

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	yes	19	95.0	95.0	95.0
	no	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Appendix 6: What type of training have you received from your organization?

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Employee Orientation	14	70.0	70.0	70.0
	On the job Training	5	25.0	25.0	95.0
	Refresher	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Appendix 7: Do you think Training & Development has impacted positively on your organization?

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	yes	18	90.0	90.0	90.0
	No	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

Appendix 8: How often you receive training from your organization?

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Quarterly	9	45.0	45.0	45.0
	twic in a year	4	20.0	20.0	65.0
	once in a year	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

Appendix 9: Do you think the frequency of Training and Development provided by your organization really has any positive impact on your performance?

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	yes	15	75.0	75.0	75.0
	no	5	25.0	25.0	100.0
	Total	20	100.0	100.0	

Appendix 10: Are you satisfied at your field training?					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	yes	16	80.0	80.0	80.0
	no	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

Appendix 11: What is the duration of training period?					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Long Term	10	50.0	50.0	50.0
	short term	10	50.0	50.0	100.0
	Total	20	100.0	100.0	

Appendix 12: Are you satisfied with your training environment?					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Strongly agree	13	65.0	65.0	65.0
	Agree	4	20.0	20.0	85.0
	Neither agree or disagree	3	15.0	15.0	100.0
	Total	20	100.0	100.0	

Appendix 13: Are you satisfied with the training provided by your organization?					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Strongly agree	11	55.0	55.0	55.0
	agree	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

Appendix 14: The content of training is very suitable for the competitive market?					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Strongly agree	9	45.0	45.0	45.0
	agree	8	40.0	40.0	85.0
	Undecided	3	15.0	15.0	100.0