

**A STUDY OF TRAINING & DEVELOPMENT AND PERFORMANCE  
APPRAISAL PRACTICES AND THEIR IMPACT ON JOB  
SATISFACTION OUTCOMES IN SELECT  
PHARMA COMPANIES IN GOA**

A THESIS SUBMITTED TO **GOA UNIVERSITY** (DEPARTMENT OF COMMERCE) FOR  
THE AWARD OF DEGREE DOCTOR OF PHILOSOPHY IN COMMERCE

BY

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**2016**

# **DECLARATION**

I, **Lina Ranji Sadekar** hereby declare that the thesis titled, “**A STUDY OF TRAINING AND DEVELOPMENT AND PERFORMANCE APPRAISAL PRACTICES AND THEIR JOB SATISFACTON OUTCOMES IN SELECT PHARMA COMPANIES IN GOA**” submitted to Goa University, Goa, for the award of the Degree of Doctor of Philosophy is the outcome of the original and independent research work undertaken by me under the supervision and guidance of **Dr. I Bhanu Murthy**, former Principal, VVM’s Shree Damodar College of Commerce & Economics, Margao– Goa and the Co-Guide

**Dr Anjana Raju**, Head of dept of commerce, Goa University has not been previously formed the basis for the award of any degree, diploma, or Certificate of this or any other university. I have duly acknowledged all the sources used by me in the preparation of this thesis.

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# CERTIFICATE

This is to certify that the thesis titled, “**A STUDY OF TRAINING AND DEVELOPMENT AND PERFORMANCE APPRAISAL PRACTICES AND THEIR IMPACT ON JOB SATISFACTION OUTCOMES IN SELECT PHARMACEUTICAL COMPANIES IN GOA**” is the bonafied record of the original work done by **Mrs. Lina Ranjit Sadekar**, during the period of Study under my supervision. This thesis has not formed the basis of award of any degree, diploma certificate, associate ship, fellowship, or similar title to the candidates of this university or any other university.

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**LINA RANJIT. SADEKAR**  
**RESEARCH SCHOLAR**

# **TABLE OF CONTENTS**

<b>CONTENTS</b>	<b>PAGE NO.</b>
<b>TITLE PAGE</b>	<b>I</b>
<b>DECLARATION BY THE RESEARCH SCHOLAR</b>	<b>II</b>
<b>CERTIFICATE BY GUIDE AND CO-GUIDE</b>	<b>III</b>
<b>ACKNOWLEDGMENTS</b>	<b>IV-VI</b>
<b>CONTENTS</b>	<b>VII</b>
<b>LIST OF TABLES</b>	<b>XI-XV</b>
<b>LIST OF DIAGRAMS/ CHARTS</b>	<b>XVI</b>
<b>ABBREVIATIONS</b>	<b>XVII</b>
<b>BIBLIOGRAPHY</b>	<b>216</b>
<b>ANNEXURES</b>	
<b>QUESTIONNAIRE 1 FOR HR OFFICIALS</b>	<b>242</b>
<b>QUESTIONNAIRE 2 FOR EXECUTIVES</b>	<b>249</b>
<b>ABSTRACTS OF PUBLISHED RESEARCH PAPERS</b>	<b>256</b>

<b>CHAPTER</b>	<b>TITLE</b>	<b>PAGE NOS</b>
I	INTRODUCTION	1
1.1	INTRODUCTION TO HR	1
1.2	TRAINING AND DEVELOPMENT	6
1.3	PERFORMANCE APPRAISAL	21
1.4	EMPLOYEE JOB SATISFACTION	33
1.5	HISTORICAL BACKGROUND OF PHARMACEUTICAL INDUSTRY	37
1.5.1	GLOBAL PHARMACEUTICAL INDUSTRY	37
1.5.2	INDIAN PHARMACEUTICAL INDUSTRY	39
1.5.3	ORIGIN AND HISTORY OF PHARMA SECTOR IN GOA	42
1.5.4	AN OVERVIEW OF GOAN PHARMA INDUSTRY	43
1.5.5	FOCUS OF THE RESEARCH	46
II	REVIEW OF LITERATURE	48
2.1	STUDIES ON TRAINING AND DEVELOPMENT	48
2.2	STUDIES ON PERFORMANCE APPRAISAL PRACTICES	61
2.3	STUDIES ON JOB SATISFACTION	72
2.4	RESEARCH GAP	81



III	RESEARCH METHODOLOGY AND DESIGN	84
3.1	RESEARCH PROBLEM	84
3.2	SIGNIFICANCE OF THE TOPIC	85
3.3	RESEARCH OBJECTIVES	86
3.4	RESEARCH HYPOTHESIS	87
3.5	SCOPE OF THE STUDY	90
3.6	LIMITATIONS OF THE STUDY	90
3.7	PERIOD OF THE STUDY	91
3.8	SAMPLING DESIGN	91
3.9	DATA SOURCE	92
3.10	SCHEME OF CHAPTERISATION	93
3.11	DATA COLLECTION INSTRUMENT	96
3.12	RESPONDENTS CONTACT METHOD	99
3.13	DATA ANALYSIS TOOLS	99
3.14	TERMS AND CONCEPTS USED	101
IV	DATA ANALYSIS & HYPOTHESIS TESTING	104
4.1.1	DESCRIPTIVE STATISTICS (demographic profile of the respondents)	104
4.1.2	DESCRIPTIVE STATISTICS ( HR practices and Job Satisfaction Outcomes )	107
4.2	RESPONDENT'S OPINION ABOUT VARIOUS HR PRACTICES AND ITS JOB SATISFACTION OUTCOMES	112

4.3	VALIDITY AND RELIABILITY RESULTS	116
4.4	INFERENCEAL STATISTICS	120
4.5	ANALYSIS OF DATA AND TESTING OF HYPOTHESIS	122
4.5.1	TRAINING AND DEVELOPMENT AND PERFORMANCE APPRAISAL PRACTICES A MANAGERS SURVEY	122
4.5.2	TESTING OF HYPOTHESIS	142
4.6	DISCUSSION	177
V	SUMMARY OF FINDINGS,SUGGESTIONS AND CONCLUSION	200
5.1	INTRODUCTION	200
5.2	SUMMARY	201
5.3	FINDINGS OF THE STUDY	203
5.4	CONCLUSION & OBSERVATIONS	206
5.5	SUGGESTION	210
5.6	AREAS FOR FUTURE RESEARCH	214

## LIST OF TABLES

<b>SR NO</b>	<b>TABLE NO</b>	<b>TITLE</b>	<b>PAGE NO'S</b>
1	1	Differences Between Training And Development	8
2	2	Sample Details	92
3	3	Gender Of The Respondents	104
4	4	Age Group Distribution	105
5	5	Educational Qualification Of Respondents	106
6	6	Work Experience Of The Respondents	107
7	7	Perception of Training and Development Practices	108
8	8	Perception of Performance Appraisal Practices	109
9	9	Job Satisfaction Outcomes of Training and Development	110
10	10	Job Satisfaction Outcomes of Performance Appraisal	111
11	11	Respondents Opinion on Training and Development Practices	112
12	12	Respondents Opinion on Performance Appraisal Practices	113
13	13	Respondents Opinion on Job Satisfaction of Outcomes Training and Development Practices	114
14	14	Respondents Opinion on Job Satisfaction Outcomes of Performance Appraisal Practices	115

15	15	Factor analysis –Training and Development Practices	116
16	16	Factor analysis- Performance Appraisal Practices	117
17	17	Factor analysis-Job Satisfaction Outcomes of Training and Development Practices	118
18	18	Factor analysis-Job Satisfaction Outcomes of Performance Appraisal Practices	119
19	19	Table Showing Cronbach Alpha	120
20	20	Training Structure Set up	123
21	21	Methods Of Training Needs Assessment	126
22	22	Criteria For Nomination To Training Program	128
23	23	Measures To Evaluate Training Effectiveness In The Companies	129
24	24	Measures To Ensure Active Participation During The Training Program	131
25	25	Types of Performance Appraisal System	133
26	26	Initiative For Performance Appraisal	134
27	27	Parameters To Assess Performance Appraisal	135
28	28	Periodicity Of Performance Appraisal	136
29	29	Methods Of Performance Appraisal	136
30	30	Objectives/ Purposes Of P.A.	137
31	31	Action Towards Unfavorable Appraisal Reports	138

32	32	Rewards For Higher Performance	139
33	33	Analysis of Yes OR No Questionnaire 1	140
34	34	OLS Regression Analysis-Perception of Training and Development Practices.	142
35	35	OLS Regression Analysis-Perception of Performance Appraisal Practices	143
36	36	OLS Regression Analysis- Job Satisfaction Outcomes of Training and Development Practices	143
37	37	OLS Regression Analysis of Job satisfaction Outcomes of Performance Appraisal Practices.	144
38	38	Correlation Analysis of Training and Development and Performance Appraisal Practices.	145
39	39	Correlation Analysis of Job Satisfaction Outcomes of Training and Development and Performance Appraisal Practices	145
40	40	OLS Regression Analysis of Training and Development Practices and Job Satisfaction	146
41	41	OLS Regression Analysis of Performance Appraisal Practices and Job satisfaction	147
42	42	OLS Regression Analysis of Gender and Training and Development Practices	148
43	43	OLS Regression Analysis of Age and Training and Development Practices	149
44	44	OLS Regression Analysis of Education and Training and Development Practices	150
45	45	OLS Regression Analysis of Work experience and Training and Development Practices	151

46	46	OLS Regression Analysis of Gender and Performance Appraisal Practices	151
47	47	OLS Regression Analysis of Age and Performance Appraisal Practices	152
48	48	OLS Regression Analysis of Educational Qualification and Performance Appraisal Practices	153
49	49	OLS Regression Analysis of Work Experience and Performance Appraisal Practices	154
50	50	OLS Regression Analysis of Gender and Job Satisfaction Outcomes of Training and Development (JSOT)	154
51	51	OLS Regression Analysis of Age and Job Satisfaction Outcomes of Training and Development (JSOT))	155
52	52	OLS Regression Analysis of Educational Qualifications and Job Satisfaction Outcomes of Training and Development	156
53	53	OLS Regression Analysis of Work Experience and Job satisfaction Outcomes of Training and Development Practices. (JSOT)	157
54	54	OLS Regression Analysis of Gender and Job satisfaction Outcomes of Performance Appraisal Practices.(JSOP)	157
55	55	OLS Regression Analysis of Age and Job satisfaction Outcomes of Performance Appraisal Practices.(JSOP)	158
56	56	OLS Regression Analysis-Educational Qualification and Job satisfaction Outcomes of Performance Appraisal Practices. (JSOP)	159
57	57	OLS Regression Analysis of Work Experience and Job satisfaction Outcomes of Performance Appraisal Practices. (JSOP)	159

58	58	Perception of TDP, PAP JSOT and JSOP and Gender	161
59	59	Perception of TDP, PAP JSOT and JSOP and Age	163
60	60	Perception of TDP, PAP JSOT and JSOP and Educational Qualifications	166
61	61	Perception of TDP, PAP JSOT and JSOP and Work Experience	168
62	62	Analysis of YES/No Questions	170
63	63	Model Quality Overview	174
64	64	Tabular representation of hypothesis	193
65	65	Table showing details of objectives ,Hypothesis, Findings, and Tools	197

### **LIST OF CHARTS**

<b>SR.NO</b>	<b>CHARTS NO</b>	<b>TITLE</b>	<b>Page no's</b>
--------------	------------------	--------------	------------------

<b>1</b>	<b>1</b>	<b>TRAINING PROCESS</b>	<b>16</b>
<b>2</b>	<b>2</b>	<b>PERFORMANCE APPRAISAL PROCESS</b>	<b>24</b>

### **LIST OF DIAGRAMS**

<b>Sr, No</b>	<b>DIAGRM NO</b>	<b>TITLE</b>	<b>Page No's</b>
<b>1</b>	<b>1</b>	<b>Proposed HRD Model for Large Pharma Companies</b>	<b>172</b>
<b>2</b>	<b>2</b>	<b>Model Regression Weights</b>	<b>175</b>
<b>3.</b>	<b>3</b>	<b>T- Test Values</b>	<b>176</b>

### **ABBREVIATIONS**

<b>Sr no</b>	<b>ABBREVIATION</b>	<b>FULL FORM</b>
<b>1</b>	<b>HR</b>	<b>Human Resource</b>
<b>2</b>	<b>MNC</b>	<b>Multinational Company</b>



3	HRD	Human Resource Development
4	TDP	Training and Development practices
5.	PAP	Performance Appraisal Practices
6.	JSOT	Job Satisfaction Outcomes of Training and Development
7	JSOP	Job Satisfaction Outcomes of Performance Appraisal
8	SOP	Standard Operating Procedures
9	GMP	Good Manufacturing Practices

## **CHAPTER 1: INTRODUCTION**

### **1.1 INTRODUCTION TO HR**

**If you wish to plan for a year sow seeds.**

**If you wish to plan for 10 years, plant a tree.**

**If you wish to plan for lifetime develop MEN**

**(Kuang Chung Trum)**

**Human Resource** refers to the individuals or personnel or workforce within an organization responsible for performing the tasks given to them for the purpose of achieving the goals and

objectives of the organization. They are said to be the key to organizational success in the modern era of globalization providing a source of sustainable competitive advantage in a highly competitive environment. Human Resource refers to the knowledge, skills, creative abilities, talents, aptitudes, values and beliefs of the work force of an organization. They play a very important role in building and developing an organization. The effective utilization of Human Resources paves the path to achieve organizational goals and ultimately the success of an organization. (Casio 2006).

Human resources being the most significant and active factor of production becomes the key to optimize the utilization of all the other material resources. Developing the human resources, upgrading their skills and knowledge would lead to organizational development. In the period of rapidly changing technology and increasing competition, the organizations are becoming highly conscious about the development of its human resources. No organization can afford to ignore the development of its human resource if it aims at achieving standards of excellence. Almost all the major organizations have an HRD department so as to effectively deal with human resources.

### **HUMAN RESOURCE DEVELOPMENT (HRD)**

HRD is a planned and systematic approach to development of employees for both organizations and employees benefit. It is an organized learning experience aimed at matching the organizational need for human resource with the individual need for career growth and

development. It can be defined as a system and process concerned with an organized series of learning activities, within specified time limits designed to produce behavioural changes in human resource in such a way that they acquire desired level of competence for present or future role. Thus HRD brings about total all round development of the people so that they can contribute their best to the organization.

### **DEFINITIONS OF HRD**

**Dr. Len Nadler** “HRD means an organized learning experience within a period of time with an objective of producing the possibility of performance change”.

**M. N. Khan** “HRD is the process of increasing knowledge, skills, capabilities and positive work attitude and values of all people working at all levels in a business undertaking.”

**John E Jones:** “HRD is an approach to the systematic expansion of peoples work related abilities, focused on the attainment of both organizational and personal goals.”

### **Dimensions of HRD**

A well structured HRD program is expected to have the following components.

1. Manpower planning
2. Recruitment, selection and placement
3. Training and development
4. Performance Appraisal
5. Job Rotation
6. Wage and salary Administration
7. Career planning and Development
8. Organizational Development

9. Quality circle

10. Human Resource information system.

- **Manpower planning:** Manpower planning is a process for determining manpower requirements and the means for meeting those requirements in order to have an adequate number of qualified persons, available at proper time, performing jobs which would meet the needs of the organization and formulating plans to meet such needs.
  
- **Recruitment, Selection and placement:** Recruitment is generation of application for specific positions for actual or anticipated. The ideal recruitment effort will be to generate adequate number of suitable applicants.
  - Selection is the process of ascertaining the qualifications, experience, skill knowledge, etc. of an applicant with a view to appraising his/her suitability to a job.
  - Placement is the process of assigning the selected candidate with the most suitable job.
  
- **Training and Development:** Training is a learning process that seeks to bring about a permanent improvement in the ability and behavior of the employees by enabling them to acquire new skills, knowledge and attitude for more efficient performance. Development is an educational process which is directed to increase the ability of employees to perceive and apply knowledge in terms of cause and effect relationship.

- **Performance Appraisal:** Performance Appraisal is a process of determining how well a worker is performing his job. It provides a mechanism for identification of merit and deficiencies observed in an employee in relation to his job performance.
  
- **Job Rotation:** It involves movement of an employee through a range of jobs in order to increase interest and motivation. This approach widens the activities of a worker by switching him or her around a range of work.
  
- **Wage and Salary Administration:** It refers to the process of compensating organizations employees in accordance with accepted policy and procedures. The overall goal of a wage and salary administration program is to attract, retain and motivate employees, while at the same time ensure sound financial practices.
  
- **Career Planning and Development:** It refers to the planning of one's career and implementation of career plans by means of education, training, job search and acquisition of work experiences. Career planning aims at generating among employees an awareness of their strengths and weakness and helping them to match their skills and abilities to the organizational demands
  
- **Organizational Development:** Organizational Development is an organization wide, planned effort managed from the top level management, placing emphasis on making appropriate intervention in the ongoing activities of the organization. It is a planned

change strategy aimed at developing and revitalizing the adaptive capacities of an organization.

- **Quality circle:** A self governing group of workers with or without their supervisors constitute a quality circle who voluntarily meets regularly to identify, analyze and solve problems of their work field.
  
- **Human Resource Information systems:** It is a systematic way of storing information and data for each individual employee to aid planning, decision making and supply of returns to external agencies.

## **1.2        TRAINING AND DEVELOPMENT**

Training and development is very crucial to the employees, the organization and their effectiveness. The organizations have long understood that their most valuable asset is their employees and many are convinced for large investments in employee training and development. It is an undisputed facet that effective training is an investment in the human resources of an organization, with both immediate and long range returns. Training holds the key to unlock the potential growth & development opportunities to achieve a competitive edge. The term training and development are often used in interchanging ably but they are not the same. There are differences in the contents and techniques of employee training and development.

Training is a process of learning a sequence of programmed behavior and attempts to improve the employee's behavior on the current job while development is a broader concept which besides improving the job performance also leads to personality development and help individual

to realize his potentials and leads to their holistic growth. It is a process which enables them to acquire knowledge and skill which is needed by them to perform a particular activity. Training is often looked upon as a short term process by which non managerial personnel learn technical knowledge and skills for a particular purpose while development can be understood as a process whereby executives as well as non executives learn skill and competency in their current jobs.

**Gritz (1993)** training process is most pervasive technique for the enhancement of employee productivity and to communicate organizational goals to the Human resource. It enhances the employee competency by increasing employee skills.

**Robbins and Decenzo (1998):-** Training has been traditionally defined as a process by which people are able to change their skills, knowledge, attitudes and /or behaviours

**Dessler (2000)** The Primary role of training is to improve the employee's skill for current and future duties and responsibilities. Training helps them to change as per the technological developments and competition.

**Oribabor (2000)** submitted that training and development has an aim of developing competencies such as technical, human and Managerial conceptual in order to enable individual and organizational growth.

**Antonocopoulou (2001)** viewed training as a collection of structured and unstructured initiatives that aimed in instilling awareness and understanding of work practices among employees and ther by providing scope for growth and development.

**Lowry Simon and Kimberley (2002)** concludes that training can be looked upon as a factor that leads to enhancement in employee commitment and maximizes the potential of the employees.

**V.S. Rama Rao** (2010) Training enables the employees to do his present job very efficiently and get prepared for higher level job.

**Sheeba Hamed** (2011) it has been proved beyond doubt that those organizations which invested in human resource in the training get higher skills and greater competency in return which will help them to improve morale & productivity. Such organizations shall excel, leaving the competition behind. Thus training is a short term process utilizing a systematic and organized procedure by which non managerial personnel learn technical knowledge & skills for a definite purpose, while development is long term educational process utilizing a systematic & organized procedure by which managerial personnel learn conceptual & theoretical knowledge for general purpose.

### **Training & development differ in four ways**

- a) “What” is learned;
- b) “Who” is learning;
- c) “Why” such learning takes place;
- d) “When” learning occurs

The difference may be stated thus

### **TABLE 1 DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT**



Learning dimensions	Training	Development
Who	Non Managerial personnel	Managerial personnel
What	Technical and Mechanical operations	Theoretical conceptual ideas
Why?	Specific job related purpose	General knowledge
When?	Short term	Long term

*Source: Appannaiah, Reddy, Anitha, "Personnel and Human Resource Management Text & Cases"*

**Reasons for training:** Training for employees is required for very many reasons. They are:

- a) Increased use of technology in production;
- b) To minimize turnover arising from normal separations;
- c) To increase productivity of an employee;
- d) To enable employees to give abstract of the changing methods, techniques and use of sophisticated tools and equipments
  - To manage time effectively
  - To raise the morale of the employees

**Need for training:** The need for training in a business enterprise is quite obvious as trained labour is a valuable asset to the organization and training is considered to be a vital part of managerial control.

- ❖ **Increased productivity:** Increase in skill efficiency usually results in increase in quantity, quality and output. A trained worker gives improved performance, machine and materials are carefully handled and they are more economically used.
- ❖ **Higher employee morale:** Training inculcates feelings in the minds of the workers that they are properly cared for, and the employer is sincere to them. A trained worker gets job satisfaction and he is loyal to the organization. Thus when workers are adequately trained, labour management relations are better.
- ❖ **Reduced supervision:** A trained worker shows a high level of self discipline and self supervision. Both the employee and the supervisor want less supervision but greater independence which is not possible unless the workers are adequately trained.
- ❖ **Reduce accidents, spoiled works, damage to equipment and machinery:** Trained labour can contribute substantially to reduce accidents rates as they can develop safety attitudes and take necessary precautions to avoid accidents.
- ❖ **Reduced turnover and absenteeism:** When the employees are trained they experience the direct satisfaction associated with a sense of achievement and the knowledge, there very little scope for work dissatisfaction, complaints, absenteeism & labour turnover. All these problems can be reduced when employees are adequately trained.
- ❖ **Technological Advancement:** Every organization is required to adopt the latest technology in order to survive and to be effective in the competitive market

Mechanization, automation, computerization cannot be adopted until they are manned by employees possessing skill to operate them. So, organizations should train the employees to enrich them in the areas of changing technical skills and knowledge from time to time.

### **Training Programs – Types**

All training programs designed by the business concerns can be any one of the types stated below:

- ❖ **Induction or orientation training:** This training program is provided to newly recruited employee in order to familiarize him with his new job situation and also to introduce new rules, working conditions pertaining to the company. Such training enables an employee get adjusted to the new work environment more easily.
  
- ❖ **Job training:** The purpose of job training is to increase the knowledge of workers about the jobs with which they are concerned, so to enhance their efficiency and skill and ensure improved performance. Such training helps the workers to learn correct methods of handling machines and equipment, minimizing accidents, removing bottlenecks, etc.
  
- ❖ **Promotional training:** Many organizations have started adopting a policy of filling some of the vacancies at higher levels by promoting their existing employees. When such existing employees are promoted to higher positions in the organization, they are required to shoulder new responsibilities for which, they require training so that they may not experience any difficulty to cope up with these higher responsibilities of the new position to which they have been promoted.

- ❖ **Refresher training:** This type of training is provided to the existing employees to refresh and update their knowledge. When any changes take place in the organization like the change in technology, such training shall help to cope up with the new changes. The initial training provided to them at the time of their recruitment might have been forgotten or due to the technological change refresher training could be provided to revive & improve their knowledge as per the changed working environment.

**Training and Development Methods:** There are a large number of training and development programmes meant for different types of employees at different levels. Broadly speaking the various training and development methods can be classified into the following two categories:

**A. ON-THE-JOB METHODS:** This type of training also known as Job Instruction on training is the most commonly used method. Trainees learn under their supervisors, receive feedback, and practice in actual environment. The employee is put on a new job and he may be instructed how to go about it.

- **Job rotation:** This method involves transferring a trainee from one job to another on a systematic basis as a result of which the trainee gains job knowledge and experience from his trainers in each of the different job assignments. This method provides training in actual situation and also exposes him to the problems of other employees and respect them.

- **Coaching:** The trainee is placed under particular supervisor that functions as a coach in training the individual. A supervisor who knows strengths and weaknesses of his subordinates is in a better position to be his coach provided the subordinate accepts him. He shall provide feedback to the trainees on his performance and offers him some suggestion for improvement. The success of this method depends on how well the coach superior trained and confident to train his subordinate.
  
- **Job instruction:** This method requires skilled trainers' extensive job analysis, training schedules and prior assessment of trainee's job knowledge. Here the trainer explains the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job. The trainer appraises the performance of the trainee, provides feedback information & corrects the trainee
  
- **Committee assignment:** Under the committee assignment, groups of trainees are given and asked to solve actual organizational problem. The trainee solves the problem jointly. He gets an opportunity to interact with senior experienced managers, understand the problems faced by the organization and also the different approaches to solving the problems. It develops team work.
  
- **Internship training:** Individuals entering industry in skilled trades like machinist; electrician and laboratory technician are provided with thorough instructions through theoretical and practical aspects. For example companies such as TISCO,

TELCO and BHEL select the candidate from polytechnics, engineering colleges and management institutions and provide apprenticeship training

- **Understudy:** Here an individual works as an assistant to the senior manager and learns through experience and observation and later he takes over entire job and responsibilities of the senior manager. This type of training is conducted in a realistic situation in a very practical way.

**OFF-THE-JOB METHODS:** Under this method of training, trainee is separated from the job situation and his attention is focused upon learning the material related to his future job performance. Since the trainee is not distracted by job requirement, he can place his entire concentration on learning the job rather than spending his time in performing it. Off the job training methods are as follows:

- ❖ **Vestibule training:** In this method, attempts to duplicate on the job situations in a classroom. Materials, files and equipment's which are used in actual job performance are also used in training. This type of training is commonly used for training personnel for clerical & semi-skilled jobs. The trainees are put in artificial situations due to which they find it difficult to adjust in actual situations.
- ❖ **Role playing:** This method is widely used for leadership and human relationship training. It is defined as a method of human interaction that involves realistic behavior in imaginary situations. This method of training involves action doing and practice. The

participants play role of certain characters such as production managers, mechanical engineer, superintendents, quality control inspectors, etc. This method can bring about desired changes in the behavior and attitude of the trainees. This method is widely used for leadership and human relationship training.

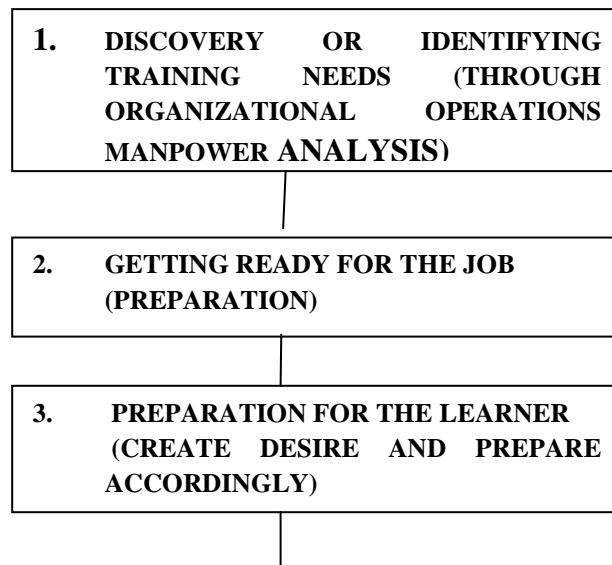
- ❖ **Lecture method**: It is a traditional and direct method of instruction. The instructor organizes the material, gives it to a group of trainees in the form of a talk. The trainee is a passive listener. This is a direct method and can be used for a large group of trainees. Thus cost and time involved are reduced. However most of the time it involves only one way communication.
  
- ❖ **Conferences**: This method helps to develop problem solving skills among employees. This method also involves a group of people who pose ideas, examine and share facts, idea and data, test assumptions, draw conclusions, all of which contribute to the improvement of a job performance. Conferences may discuss specific problems such as planning, delegation, communications. This method of training involves two way communication and hence feedback is provided.
  
- ❖ **Case studies**: In this method the instructor describes the actual situation or problems of a specific concern and the participants are encouraged to take part in the objective discussion of the problem. This method increases the trainee's power of observation and also analytical ability. A case refers to life real life illustration for studying a problem. This technique enables developing of skills and abilities to analyze situations and take decisions by applying ones knowledge and experience.

- ❖ **Programmed instructions:** This method has become popular in the recent years. The subject matter to be learned is presented in a series of carefully planned sequential units. These units are arranged from simple to more complex levels of instructions. The trainee goes through these units by answering questions or filling the blanks. This method is expensive and time consuming.

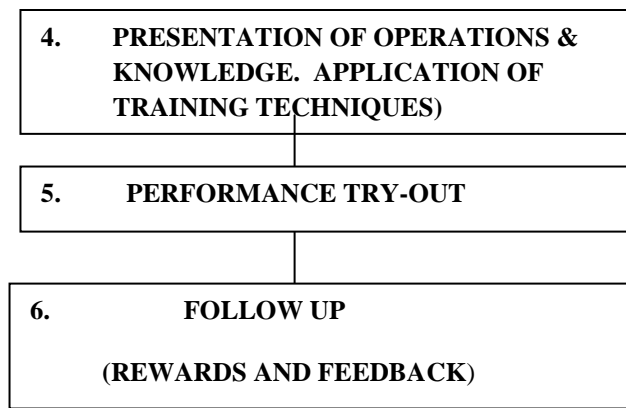
## **TRAINING PROCESS**

Today training is a critical tool for improving overall performance of business enterprises in order to gain and sustain competitive advantage. Developing training programs requires planning, execution and follow up and revision phases.

**CHART NO 1. TRAINING PROCESS OF AN ORGANIZATION**







Source: *Appannaiah, Reddy, Anitha, "Personnel and Human Resource Management Text & Cases"*

### **STAGES IN THE TRAINING PROCESS**

- ❖ **Locating Training Needs**: The first step in the training process is to locate the needs areas of training. Review of organizational effectiveness in terms of the utility of manpower and other resources will help locating the trouble spots. Organizational analysis centers on determination of organizational goals, its resources and allocation of resources. Operational analysis focuses on task assigned to employees. Manpower analysis reviews the knowledge, attitude and skills of the employees. The exercise will help the organization to decide the type, time and magnitude of training to be given. In these exercises, the executive has to
- Compare the actual performance against the performance standards for task
  - Determine what type of jobs are causing trouble to employees;
  - Determine what type of training is required.

In Indian scenario training needs are located on the basis of supervisory recommendations, analysis of job performance and job requirements.

- ❖ **Preparation:** Listing the persons to be trained, preparation of support material for training, deciding training period, method of training for different types of employees are involved in this stage.
  
- ❖ **Preparing the trainee:** After selecting the trainees for training an orientation class has to be conducted explaining the importance of training materials, tools and trade terms. The trainee has to be prepared to take the training.
  
- ❖ **Presentation:** The trainer should slowly introduce the training programme to trainees in a sequential order of the job and inform the importance of each activity of the job. Latest electronic gadgets like LCD projectors, computers and other equipment have to be adapted to make training attractive and participative. Then the trainees should be asked to repeat the demonstrations.
  
- ❖ **Performance analysis:** After fixing the trainees in the training process, they have to be analyzed and tested regarding their understanding level. Evaluation of trainees can be done in different ways:
  - Giving written and oral test and assess them by marking;
  - Observing reaction of trainees when the training is in progress;
  - Administering evolution sheets to trainees after training;
  - Arranging structured interviews after training;

- Obtaining the information from management about the development of employees after training.
- Comparing post training performance with pertaining performance.
- One of the combinations of above methods can be adopted for performance analysis.

❖ **Follow up:** In this stage testing of effectiveness of training efforts will be checked. Trainee may be put to work on his own or checking the work of employees frequently. After training or tapering off extra supervision can be adopted to test the effectiveness of training.

## **EVALUATION OF TRAINING**

After imparting training to employees, it must be evaluated to know the effectiveness of training. Whether the employee is fit to perform the job assigned to him after training or is there any deficiency in training or whether trainees need additional training in a specific area are to be assessed by the organization.

Evaluation takes place after two to four months by putting the employee on a job after training.

Evaluation should focus on the following aspects.

- ❖ **Reaction:** of trained employee after training.
- ❖ **Learning:** Did the employee learn the principles, skills and fact that the supervisor or the trainer wanted him to learn.
- ❖ **Behaviour:** Evaluator should find out whether the trainee has changed his behavior towards people and organization after training. If not, why? Find out the reasons.

❖ Results: What results in terms of cost reduction improvement in productivity of the employee, reduction in employee turnover achieving the production targets? If expected results are not achieved it should be decided whether further training should be given. Tools and techniques to be adapted are: a) Questionnaires, b) Structured interviews; c) use of experimental and control groups, d) time series analysis and e) pre and post test of training groups (i.e. comparing results of test conducted prior to training and test conducted after training). Effective evaluation throws light on the deficiencies of training and facilities trainer adopt corrective measures to make training more effective in future. Evaluation also identifies the reasons for failure of training.

- The benefits of training are not clear to the top management;
- The top management hardly rewards supervisors for carrying out effective training.
- The top management rarely plans and budgets systematically for training.
- Trainees provide limited counseling & consulting services to the rest of the organization.
- Middle level management, without proper incentives from top management does not account for training in production scheduling.

### **HOW TO IMPROVE TRAINING EFFECTIVENESS**

- Outlining training objectives and fixing performance standards to be achieved by the trainees after training;
- Training programs are to be customized as per the requirements of the employees.
- Management should be progressive with the training budget.
- Mentally preparing trainees to take training seriously;

- Talking to trainees about training benefits;
- Conducting training in a planned way;
- Creating a good training environment
- Proper orientation about the training programs to the trainees ahead of the training program.
- Interactive training sessions that can lead to discussions and clarification of doubts.
- Selecting professional trainers to conduct the training sessions.
- Encouraging employees to use the things learned during the training sessions in their day to day work.

### 1.3. **PERFORMANCE APPRAISAL**

#### **Meaning**

Performance Appraisals play an indispensable role Human Resource Development. It acts as a tool to determine the gap between the actual performance of the employee and the standard performance expected by the management. It enables the organization to determine how effective is the performance of an employee in terms of the job requirements for which he has been employed. It is appraisals that judges what the individual does for the organization and what the organization should give in return to him in terms of appreciation for his good work and dedication towards his job. It may be looked upon as a process of analyzing an employee's

capabilities to perform and also to detect his shortcomings so that his capabilities can be appreciated while his shortcomings can be overcome through appropriate training required.

Performance appraisal is a systematic, periodic and an impartial rating of an employee's performance on his current job and his potentials for future assignments. It speaks about how well a person is performing a job assigned to him at his work place. It also indicates how well an employee is fulfilling his job demands. Performance here implies to the degree of achievement of the tasks that make up an individual's job. It is an ongoing process in every organization which constantly provides inputs for various decisions like increments, promotions, transfers, training plans, salary fixations, bonus payments etc.

Performance appraisal as a HR function provides valuable inputs for identifying the training and development needs of the organization. Thus the two HR functions Training and Development and Performance Appraisal are closely related to each other.

### **Definitions of Performance Appraisal**

- ❖ “Performance Appraisal is the systematic evaluation of the individual with regard to his or her performance on the job and his potential for development”

**Dale S Beach 1980.**

- ❖ “Performance Appraisal is a method of evaluating the behavior of employees in the work spot, normally including both the qualitative and quantitative aspects of job performance”.

**Carrell and Kuzmits 1982.**

- ❖ “The observation and assessment of the employee performance against the job related Standards determined by the organization over a certain period”.

**Eichel & Bender 1984**

- ❖ “Performance Appraisal is the process of determining how well employees do their jobs compared with the set standards and communicating that information to those employees”.

**Chukwuba 2011**

- ❖ “Performance Appraisal is the process of evaluating an employee’s job performance that is helpful to, and often even essential to, accomplishing important goals of all organizations”.

**Kondrasuk, 2012**

**NEED FOR PERFORMANCE APPRAISAL:** Performance Appraisal is needed to

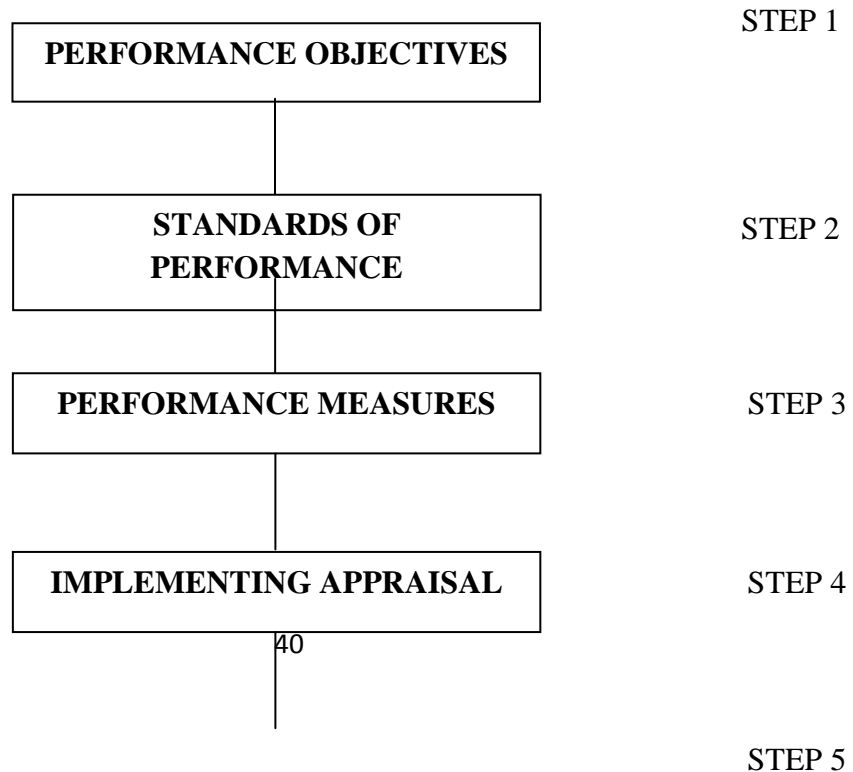
- Provide systematic backup for judgments on salary fixation, confirmation, increments promotion, transfer, demotion and termination.
- It provides information to the employees on their work efficiency which can suggest the various changes required in their behavior skills knowledge and attitude towards work.
- Provide information to diagnose deficiency in the employee regarding skill, knowledge, determine training & development needs.
- It provides a base for coaching and counseling the individual by his superior.
- It promotes optimum utilization of human resource and improves placement, facilitates selection, reward & promotion.

- It enables the employees to express their views and get clarification on their job and utilize their potential to the maximum extent possible.

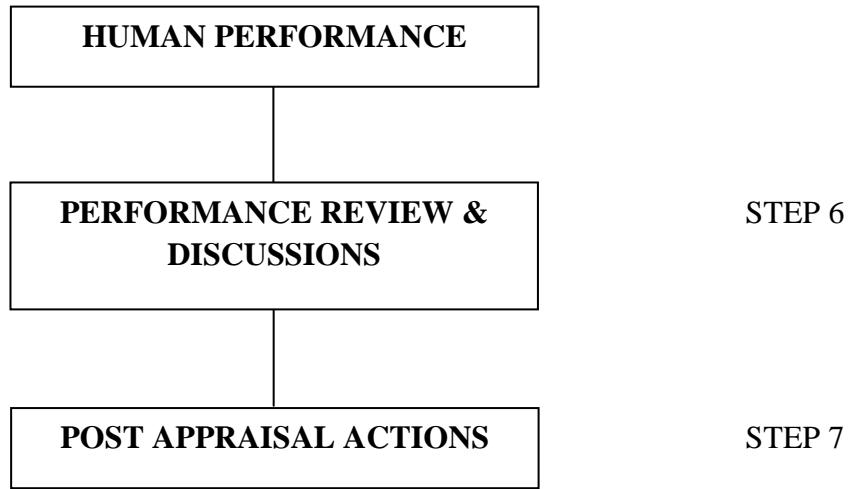
## **OBJECTIVES OF PERFORMANCE APPRAISAL**

- To identify needs and areas for further training of employees
- To provide a reliable inputs for promotions and transfers to positions of higher responsibility.
- To maintain healthy employer employee relations as a outcome of open discussions between the superior and subordinate.
- To plan career development, human resource planning based on employee skills and potentials
- To discover, analyze classify the differences among workers vis – a – vis job standards

### **CHART 2. PERFORMANCE APPRAISAL PROCESS.**







*Source Appannaiah, Reddy, Anitha, “Personnel and Human Resource Management Text & Cases”*

### **STAGES IN PERFORMANCE APPRAISAL PROCESS**

Step 1. **Performance Objectives**: Quantifiable (measures) targets are identified and set so that the individual employee has a greater clarity of the activities in which he needs to put in more efforts. Generally, performance objectives are set jointly by the employee (appraise) and his manager (appraiser).

Step 2. **Standards of performance**: These are the established performance criteria based on job description (role description) and job specification. The standard should be clear, concise and incorporate all relevant factors.

Step 3.**Performance measures**: Is the communication of standards of performance to the employee by the manager.

Step 4.**Implementing Appraisal**: Is the conducting of appraisal by the manager, including conducting of interview, scrutiny of records and reports etc.

Step 5.**Human Performance**: Is finding out the actual performance of the employee against standards of performance for finding out deviations. Deviations may be in the form more than required by the standards of performance or vice-versa. Also the employee performance is compared with his past performance and that with other employees to find out where the employee stands.

Step 6.**Performance review and discussions**: Is a formal discussion between the employee and manager on the employee's performance for a given period of time to identify the factors that have positively or negatively affected his performance and to prepare an action plan to improve his performance using the performance equation. (Performance = Ability x Motivation x Organizational support +/- chance factors). It is the communication of the actual performance of the employee. Performance review and discussion requires the following pre requisites:

- General climate of openness, trust and mutuality
- Empathetic attitude of manager;
- Open participation of employee in the review & discussions.
- Emphasis on work orientation behaviour;
- Avoidance of discussion on compensation & related benefits.

Step 7.**Post appraisal actions**: Is the means of identifying various human resources decisions in respect of the employee by taking appropriate actions based on the information as revealed by the

appraisal. Finally, the appraisal records are consigned to the personal file of the employee for future reference.

## **METHODS OF PERFORMANCE APPRAISAL:-**

### **A. TRADITIONAL METHODS:**

- **Ranking Method:** It is one of the oldest and simplest methods of performance appraisal. Under this method ranking is given to the employees from best to worst based on some parameters. This method is one of the simplest and inexpensive. But this method may be rater bias and as such validity may be open to doubt. This method can be used only when employees to be evaluated are very small in size. Big organizations with large number of employees may not be in a position to use this method. This method is not very objective as it evaluates the personality of individuals rather than assessing their personality traits.
  
- **Graphic Rating Scales:** Under this method, employee characteristics and performance are evaluated through a graph. Various parameters selected for rating the employees included the following like the quantity of work; quality of work, attentiveness, initiative, leadership, health and hygiene, safety habits, innovation, creativity, etc. This method provides some kind of scale for measuring absolute differences between individuals. This is a relatively simple method of performance evaluation and makes it possible to evaluate many employees quickly.. However it involves an element of subjectivity and low reliability.

- **Confidential Report:** Under this method, superior uses his observations, judgment and intuitions in order to judge the employee performance. In the confidential report the superior shall write about his subordinates strengths, weaknesses, sincerity attitude to work, punctuality, attendance, intelligence, character, commitment, conduct, etc. Most of the public sector banks follow this method.

**Checklist Method:** this is a simple rating technique in which the rater is given a list of statements or words and asked mark yes to those statements which are applicable to the concerned employee. Here the rater shall report to HR department without evaluating the performance of the employee. This method has an element of bias and subjectivity on the part of the rater.

- **Critical incident Method:** Under this method the appraiser continuously observes various traits of the while he does his work like willingness to help others, ready to work overtime. A group of experts then assign values to them depending on the degree of desirability for the job. This method requires close supervision by the rater; he has to record the critical incidents otherwise there is a possibility that the rater might forget about it. .

- **Essay or Free form Appraisal:** This method requires the manager to write a short paragraph or more covering describing each employee's strengths and weaknesses e during the rating period. This technique lays emphasis on the evaluation of overall performance determined by the employees strengths/weakness, rather than specific job dimensions. The process is open-ended and very flexible. A course of action may also be suggested to rectify the problem area. The major drawback of this method is that quality

of the ratings depends not actually on employee performance, but on the writing ability of the rater. However it is a time consuming process which is difficult to be administered.

- **Grading:** In this system of appraisals, certain categories of worth are identified in advance and the person who is appraised is placed in a particular grade depending upon his/her worth. E.g. grades may be defined as outstanding, very good, good, satisfactory and unsatisfactory.
  
- **Forced choice method:** Under this method, a series of group of statements are given and the appraiser checks how well the statement describes each individual employee being evaluated. Such statements may be positive or negative. This method does not reveal as to which statement will be considered for final rating and therefore checks rater's subjectivity. This method poses lot of problem in framing statements.
  
- **Field review Method:** Under this method, a trained employee from the HR department, interview the supervisor about their respective subordinates. The supervisor is asked to give his opinion on his subordinates regarding their performance & progress and on the basis of this the HR specialist prepares detailed notes. These notes are approved by the supervisor and placed in the personal folder of the employee. The basic idea of this method is that the third person is unbiased & free from all pressures of typical superior-subordinate relationship. This method suffers from a serious drawback as the third party may not be familiar with job and work conditions of the employee and hence objective assessment may not be possible.

## B. MODERN METHODS

✚ **Management by Objective or Results Method:** Peter F. Drucker put forth the concept of management by objectives in 1954. It is George Odione, Valentine and Humble who refined it and made an appraisal technique particularly for managerial personnel. Under this method, superior and subordinate managers of an organization jointly identify its common goals, define individual's major areas of responsibility in terms of results expected and use these measures of guides for operating and measuring individual contributions. Most of the organizations use MBO exercise, as this approach necessitates joint meeting of the supervisor and the subordinate to define, and set goals which the individual employees would achieve, within a prescribed time limit.. Such an exercise also provides ways and means to measure performance. Goals are mostly work related and career oriented and are integrated with overall organizational objectives.. MBO also calls for superior-subordinate interaction and supportive role of the supervisor (which also includes counseling/coaching). However, MBO system lays more emphasis on tangible goals like morale, good inter-personal relations whereas ignores commitment to the job Moreover MBO exercise is very time & money consuming.

✚ **Assessment Centre Method:** This method is to test candidates in a social situation by a number of assessors, using a variety of criteria (which may be a paper pencil test, interviews, in-basket exercise, business game, role playing, incident or a leaderless discussion). The assessors or evaluators are drawn from experienced executives, working at different levels of management. Under this method performance of employees are evaluated both individually and collectively. This method is useful to measure

interpersonal skills, organizing and planning ability, creativity resistance to stress, work motivation, decision making power, etc.

✚ **Behaviorally Anchored Rating Scales (BARS):** This method helps in measuring and enhancing job performance more accurately. For each area of performance, some standard statements are provided which are then put on the scales in BARS. While developing such BARS, Group discussions are required to identify significant job dimensions that are needed to be evaluated. BARS may be different types for different job dimensions. Due to its behavioral orientations it, is considered as the most useful techniques of opportunity to both appraise & appraiser to interact and participate in designing standards for each area of performance. This system is however time consuming and extensive to create BARS.

✚ **360 degree Appraisals:** In this appraisal method the employee receives performance feedback on various parameters from a group of individuals with whom the employee interacts, namely their boss, subordinates, their colleagues and peers, and internal and external customers or suppliers. It can further include human relation professionals' consultants, suppliers and business associates etc. The 360 feedback refers to the practice of using multiple raters often including self rating in the assessment of individuals. This method is superior to the other methods as individuals can receive feedback from multiple relevant sources and hence it is known as multi rater system. It often leads to independent partnership and develops team based organizations. It encourages participation and openness and emphasizes on interpersonal relations. The 360 degree feedback system has to be carefully managed so that it more focused towards constructive rather than destructive criticism.

✚ **HR Balanced Score Card:** In this method templates are designed for measurement of organizational as well as individual performance. It is a measurement based management system, which provides an opportunity to the organizations to clarify vision and strategy before any action is initiated. It is also a monitoring system which aims at integrating all employees at various levels in all departments towards a common goal. BSC translates strategy into performance measures and targets thus making it operational & highly effective. It helps cascade corporate level measures to lower level so that the employees can see what they must do well to improve organizational effectiveness and helps focus the entire organization on what must be done to create breakthrough performance. The balance score card is a part of management system of a company that tracks and reports data from four critical perspectives: customer, financial operational and strategic.

**Drawbacks / limitations of performance Appraisal-**

- Performance Appraisal methods are often found to be unreliable.
- Superiors lack the ability to judge the performance of the subordinates
- Superiors may adopt the attitude of leniency while appraising the performance of his subordinates in order to avoid any controversy.
- Often appraisals are not based on uniform standards while evaluating the employee performance
- Very often there is subjectivity in evaluating employee performance as certain qualities cannot be quantified.



## Some of the common Rater Errors in the Performance Appraisal

### Process

- ❖ **The Halo Effect or Error:** It is the tendency of the superior to allow his good impressions of one or two work characteristics of an individual to carry over the total evaluation. In such case the supervisor rates all the characteristics of a person much higher than they should be e.g. if the supervisor is a person who is very fond of punctuality , a punctual worker may get a higher ranking on practically every factor though many factors have little to do with punctuality.
  
- ❖ **Horn Effect:** It is the opposite of Halo effect. It implies rating a person low in one quality, which in turn influences the rater to give a lower than deserved rating in other qualities. For example, a subordinate is seen coming late to the office (punctuality) may be inferred as poor dependability (does not complete his work in time).
  
- ❖ **Central Tendency and Leniency:** The superior is frequently guilty of averaging too many work characteristics in the middle grades. It may result from the fact that he does not know the rates well enough to express a discriminatory opinion. He may award ‘average’ on the ground that it will not injure the person at the same time, that it will not expose his lack of more definitive information.
  
- ❖ **Varying Standards:** When appraising employees, a rater should avoid applying different standards and expectations for employees performing similar jobs. Inequities assessments,

whether real or perceived, generally anger employees. Such problems often result from the use of ambiguous criteria & subjective weight ages by superiors.

- ❖ **Contract Error:** Rating should be done using established standards. The contract error is the tendency to rate people relative to other rather than against standards. For example, if everyone else in a group performs at a mediocre level, a person performing somewhat better may be rated as excellent because of the contract effect. But in a group performing well, the same person might receive a lower rating.
  
- ❖ **Spillover Effect:** This refers to allowing past performance to influence the evaluation of present performance.
  
- ❖ **Personal Bias:** Perhaps the most important error of all arises from the fact that very few are capable of objective judgments independent of their values and prejudice.

## 1.4 **EMPLOYEE JOB SATISFACTION**

Job satisfaction is a very crucial issue for every organization today as it is often believed that satisfied employees are known for good performance of the organization. Job satisfaction can be determined by a group of factors like pay, work, supervision, promotion, co-worker and work environment. It acts a very important indicator of how employees feel about their job and shows the extent to which employees are contented with their jobs. The satisfaction level of the employees is also indicated by rise in organizational output.

Job satisfaction has an impact on various aspects of work such as efficiency, productivity, absenteeism, turnover rates, and intention to quit. Job satisfaction is a critical attribute of the worker that is frequently measured by organizations (Wikipedia 2009).

The most referred definition of Job satisfaction was offered by **LOCKS** (1976) who defined Job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job.

According to **Werther and Davis** (1999) "Job satisfaction is the degree of unfavourableness with which employees view their work".

**Hulin and Judge** (2003) "Job satisfaction includes multinational psychological responses to an individual's job and that these responses have cognitive (evaluative) affective (or emotional) and behavioral components".

According to **Specter** (1997) "Job satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs".

**Robbins and Coulter** (2005) Job satisfaction refers to workers general attitude towards his/her job. For example an individual with high level of satisfaction has a positive attitude towards his job, while one who is dissatisfied with his job can hold a negative attitude. Some experts are of the opinion that, Job satisfaction is the emotional state created by the balance between regards and expectations of the worker from his or her job, for example, if employees feel that they are treated unfairly, get lesser regards, they are more likely to have a negative attitude towards their job, superior & co-workers (Luthans 2005). Thus an organization's top priority should be to keep the employees satisfied in their jobs with their career.

According to **Bogdanova et al** (2003) Human Resource practices try to develop and allocate human capital in the best possible manner so as to achieve long term goals; they provide them with many benefits and good environments that would boost employee's motivation, job satisfaction and raise their performance.

Organization wants their employees to be satisfied to be more productive and efficient. Job satisfaction is a very crucial issue for research both in human resource management and organization and management studies as it has been observed that productivity of a worker depends to a great extent on their level of Job satisfaction. The organizations having more satisfied employees are likely to be more productive (**Beach, 1975**)

## **THEORIES EXPLAINING JOB SATISFACTION**

- **Affect Theory**: Edwin A Locke's range of affect theory (1976) is regarded as the most famous Job satisfaction model. This theory is based on an assumption that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further the theory states that how much value a given facet of work moderates, how satisfied or unsatisfied one becomes when expectations are/aren't met. When a person values a particular facet of his job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectation are not met), in comparison with one who does not value that facet.
- **Dispositional approach**: The dispositional approach suggests that individuals vary I their tendency to be satisfied with their jobs. This model states that higher levels of self-esteem

and general Self efficacy lead to higher job satisfaction. Having an internal locus of control leads to higher job satisfaction.

- **Equity theory:** This theory shows how a person views fairness in regard to social relationships such as with an employer. A person identifies the amount of input (things gained) from a relationship compared to the output (things gained) to produce an input/output ratio. This ratio shall then be compared by them to the ratio of other people in deciding whether or not they have an equitable relationship. This Theory suggests that if an individual thinks that there is equality between two social groups or individuals the person is likely to be distressed as the ratio between input & output is not equal.
- **Discrepancy Theory:** An individual who has not fulfilled his responsibility feels a sense of anxiety and regret for not performing well. This theory explains the ultimate source of anxiety and dejection. As per this approach, all individuals will understand what are their obligations and responsibility towards a particular function, over a time period, and if they fail to fulfill those obligations they shall be punished.
- **Two – Factor theory (motivator – hygiene theory):** This theory attempts to explain motivation and satisfaction at the workplace. As per the theory satisfaction and dissatisfaction are driven by different factors respectively. The motivation factors include all those aspects of the job that gives them satisfaction and makes them perform the job e.g. promotion opportunities these are considered to be intrinsic to the job or the work

carried out. Hygiene factors include aspects of the working environment such as pay, company policy, supervisory practices and other work conditions.

- **Job Characteristics Model:** This model is proposed by Hackman and Oldham. This model is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. As per this model there are five core job characteristics (skill, variety, task identity, autonomy, feedback, task significance) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results) in turn influencing work outcomes (job satisfaction, work motivation, absenteeism and performance).

The five core job characteristics can be combined to form a motivating potential score (MPS) for a job which can be used as an index of how likely a job is to affect an employee's attitude and behavior. However only those employees who show higher growth and strength are the ones who are affected by the MPS for a job.

## **1.5 HISTORICAL BACKGROUND OF PHARMA INDUSTRY**

### **1.5.1 GLOBAL PHARMA INDUSTRY**

The Pharmaceutical industry is anchored on knowledge and experience hence one of its most important resources are people. This industry develops, produces and markets drugs or pharmaceuticals licensed for use as medications. The global pharmaceutical market is worth US \$300 billion a year, a figure expected to rise to US \$ 400 billion within 3 years. The 10 largest drug companies control over one-third of this market, several with sales of more than US \$10 billion a year and profit margins of about 30%, six are based in United States and four in Europe.

It is predicted that North and South America, Europe and Japan will continue to account for a full 85% of the global pharmaceutical market well into the 21<sup>st</sup> century. Companies currently spend 1/3 of all sales revenue on marketing their products – roughly twice what they spend on research and development.

The first known drug store was opened by Arabian Pharmacists in Baghdad in 1754 and many more soon began operating throughout the medieval and eventually medieval Europe. By the 19<sup>th</sup> century, many of the drug stores in Europe and North America had eventually developed into large pharmaceutical companies. Most of today's major pharmaceutical companies were founded in the 19<sup>th</sup> and early 20<sup>th</sup> centuries. Key discoveries of the 1920's and 1930's such as insulin and penicillin became mass manufactured and distributed. As a result of success of these and other innovative drugs research and development (R&D) was regarded as main thrust area of the pharmaceutical industry. As a result various new discoveries the pharmaceutical industry expanded very fast in the 60's. However, soon USFDA (U.S. Food & Drug Administration) increased the regulation of pharmaceutical sector to restrict the financial linkages between pharmaceutical companies and medical practitioners prescribing the medicines.

In 1964 after the thalidomide tragedy (new tranquilizer in pregnant women which resulted into birth defects of new born babies), standards were set for clinical research by the World Medical Association. Before the product was introduced in the market it was required to do a clinical trial in order to prove the efficacy and safety of these drugs. In 70's there were very strict regulatory controls. The new regulations revoked established fixed period on patent protection for all branded products after revoking the permanent patents. Since generic producers are not incurring the cost of discovering the drugs, all pharmaceutical industries that produce generic products made huge profits and flourished.

## 1.5.2

## INDIAN PHARMA INDUSTRY

“Indian Pharmaceutical Industry is a success story providing employment for millions and ensuring essential drugs at affordable price to the vast population of this subcontinent”

### **Richard Gerster**

The Indian Pharma industry has made a mark on the global pharmaceutical scene with its low cost of production, scientific manpower and low cost of research and development. The Indian Pharmaceutical Industry has come a long way from being almost non-existent in the 1970's to being one of the largest and highly advanced pharmaceutical industries in the world. It has generated employment to millions and also ensures the availability of the essential drugs to Indians at affordable prices. There is large number of manufacturing plants approved by US FDA; Indian pharmaceutical industry sells more than 85% formulations that are produced in our country in the domestic market, while 60% of India's bulk drug production is exported.

The Indian pharmaceutical industry (IPM) has shown tremendous progress over the last few years and has become one of the sunrise sectors of the Indian economy. The IPM is highly fragmented with about 24000 players (330 in the organized sector). The top 10 companies comprises of more than one third of the market. The market is dominated by branded generics which constitute 70% to 80% of market. The IPM was valued at 750 billion for the year ending March 2014, was subdued at 6% YOY V/s 12% in 2013. The growth was impacted as the drug price control order (DPCO) issued notice to bring 348 drugs under price control. Despite this, the IPM market remains one of the fastest growing pharmaceutical markets in the world. Currently the Indian pharmaceutical market is third largest in terms of volume and thirteen largest in terms of value. Besides the domestic market, IPM also has a chunk of their revenues coming from exports while



some are focusing on the generic markets in US, Europe and semi regulated markets, others are focusing on custom manufacturing. For innovator companies' consolidations has increasingly become an important feature of IPM. The recent deals e.g. Sun Pharmaceutical acquiring Ranbaxy & Wyeth and Pfizer merger.

Indian pharmaceutical industry companies can broadly be divided into domestic companies and foreign companies (MNCs). Some of the major players include GlaxoSmithKline, Cipla, Dr. Reddy's Laboratories, Ranbaxy, Pfizer, etc. The main factors supporting growth of Indian Pharma Sector are:

- Rise in domestic demand
- Hike in outsourcing activities
- Growth in health care financing products
- Demand in the generic market
- Demand from emerging segments

The Indian pharmaceutical industry's growth has been raised by exports. Its products are exported to a large number of countries with a sizable share in the advanced regulated markets of the U.S. and Western Europe. Today India exports drugs intermediates, active pharmaceutical ingredients, finished dosage formulations, bio pharmaceuticals as well as the clinical services to various parts of the world. The top five export markets of Indian pharmaceutical products are USA, Germany, Russia, UK and China.

SWOT Analysis of Indian pharmaceutical Industry: The SWOT Analysis of the industry indicates the position of the Indian pharmaceutical industry with regards to its internal and external environment.

### **Strengths**

- Lower cost of innovation, manufacturing and operations
- Lower cost of skilled manpower and proven track record in design of high technology manufacturing devices.

### **Weaknesses**

- Stringent pricing regulations affecting the profitability of pharmaceutical companies.
- Existence of more unorganized players verses the organized ones, resulting in an increasingly competitive environment, characterized by stiff price competition.

### **Opportunities**

- Opening of health insurance sector and increase in per capita income – the growth driver for the pharmaceutical industry.
- India, a potentially preferred global outsourcing hub for pharmaceutical products due to low cost of skilled labour.

### **Threats**

- Other low cost countries such as China and Israel effecting outsourcing demand for Indian pharmaceutical products.
- Entry of foreign players (well equipped technology based products) into the Indian market.

The overall growth outlook for the Indian drugs and pharmaceutical industry appears positive. Pharmaceutical manufacturers are likely to get advantage of rise in demand for generic products. Some of the factors that would lead to growth in domestic pharmaceutical industry are: a) low

cost operations b) research based processes c) Improvement in API d) Availability of skilled manpower.

### **1.5.3 ORIGIN AND HISTORY OF PHARMA SECTOR IN GOA**

During the pre – liberalization era medicines were directly imported by the Pharmaceutical distributors in Goa from Europe and other manufacturing countries. Andrade Desa, Cosme Matias Menezes, Drogaria Salcette and Drogaria Prakash were some of the leading Pharma Distributors. These distributors appointed medical representatives to propagate their products with the doctors. The medicines were made available with the pharmacies since the distributors were not allowed to sell them directly to the people. Government approved price labels were stuck on medicine containers along with another stamp which proved customs clearance for these products. Trade with India was forbidden due to blockade enforced by the Portuguese Government in the fifties.

The Goa pharmaceutical industry developed only after liberalization. In the late 60's the foundation stone of the first pharmaceutical manufacturing unit in Goa was laid by Pascoal Menezes. In 1970's many local entrepreneurs started small pharma enterprise and workshops for manufacturing operations. Mr. R. G. Kare started DCI Pharma in 1971, Merit pharma was set up by Mr. Arun Naik in 1977 and Geno pharma was started by Mr. Dilip Salgaokar in 1975. Due to lack of appropriate infrastructural facilities, shortage of power and water supply, skilled labour and technical manpower there was slow development of pharmaceutical sector in the weary post liberalization period. EDC (Economic Development Corporation) was established by Goa Government in 1975 in order to boost industrialization and pharma was recognized as one of the thrust industry. Goa Antibiotics was set up in 1980 and Centaur in 1987. Very soon a large number of large medium and small pharmaceutical units were set up due to the government

support in terms of various incentives, availability of appropriate space in Industrial Estate & establishment of convenient and fast communication as well as transit link with the rest of the country like Mumbai, Bangalore and Delhi. Pharma industry blossomed in Goa in early 1990. Due to increase in trade union, militancy and rising prices of real estates various Mumbai based companies shifted to Goa. Liberal income and sales tax holiday was provided by the Goa state government as an industrially backward state which lasted for a decade between 1994 and 2004. As a result of this many Indian as well as Multinational Pharmaceutical Companies came to Goa & set up their plants.

#### **1.5.4 AN OVERVIEW OF GOAN PHARMA INDUSTRY**

In the recent year the state of Goa has emerged amongst the top three states in India with key indicators of economic growth and quality of life such as education health literacy infrastructure and connectivity by road, rail and sea. Goa has India's largest English speaking population per capita with a literacy rate of almost 80%. Goa's GDP per capita is two and a half times more than that of the country as a whole. Goa is smallest of all the states in terms of its area however it is considered to be one of the richest state in terms of its GDP.

Goa has emerged as a pharma hub for more than 30 major companies having a state of the art manufacturing facilities with all latest day to day machineries and technologies meeting all standards and they are also engaged in exporting their products to various foreign countries. Some of these companies include Cipla, Watson, Whyte, Teva, Lupin Abbott, Indoco, Ranbaxy, Merck etc. Goa ranks second to Gujarat in pharma sector and as per the predictions of various industrial experts it has all potential to increase its exports from the current Rs. 10,000 crores annually.

Today the Goan pharma industry comprises of 70 companies (big, medium & small) which plays an important role in the Goan economy by way of generating employment opportunities, Forex earnings and also contributing to taxes. According to Goa Pharmaceuticals Manufacturers Associations (GPMA) many MNC's have their plants here along with the domestic companies which are as good as the MNC's due to their World Wide reach. The Goan pharma companies are doing remarkable business both in domestic as well as export markets. The total contribution of these companies works out to almost 10% of the total country's production. Most of the local units are primarily into formulations, as they are unable to produce the basic drugs or API (Active pharmaceutical ingredients) due to pollution reasons. These companies basically make curative drugs after buying basic drugs, solvent colours from outside. Most of these companies invest significantly in R & D and have patented their generic formulations. They are manufacturing formulations such as capsules, tablets, syrups or injections. The products manufactured by these companies can be compared to the best in the world as most of them enjoy accreditation by USFDA, MHRA and MCA. Goa is currently manufacturing medicines worth Rs. 10000 crores of which 6500-7000 is exported.

A number of ancillary units have been set up in and around Goa which can easily provide most type of packaging materials, consumables and other allied services required for smooth running of the industry. All these activities enable generation of more employment opportunities, industrialization and enhancement in the quality of life in Goa.

## **FACTORS FAVOURING PHARMA INDUSTRY IN GOA**

Goa offers a small town environment with a good quality of life due to which people are ready to migrate to this state. There are two pharmacy colleges in the state of Goa generating good quality pharmacy graduates and post graduates who can speak English and can be a helping hand to this industry. There are natural ports with infrastructure for custom clearance materials and the connectivity with all the metro cities by road and air is also very good. The cluster of existing world class pharma manufacturing facilities also goes a long way in encouraging the growth of Goan pharma sector.

## **PROBLEMS FACED IN THE GOAN PHARMA INDUSTRY**

Water is one of the major requirements for the pharma industry. In Goa there is an acute shortage of quality water. During summer season water is brought from private tankers. These tankers draw it from bore wells, resulting in the level of water table going down and the wells from which the locals draw water getting dried up. There is also a shortage of quality power supply, which is also very important for the pharma industry. It is also seen that although the Pharmacy Colleges in Goa are providing quality graduates and post graduates, 70% of these are girls and they cannot be employed for night shifts.

## **SUGGESTION TO OVERCOME PROBLEMS**

For a pharma industry to flourish and grow in Goa good quality power supply, water is required besides the land is very expensive, Goa being a tourist destination and a very small state in terms of its area. The industry experts also suggested that a common water affluent treatment plant has to be setup so as to recycle the water. The pharma industry shall also need specialized services such as import customs clearance, exports warehouse management and transport facilities.

## **CONCLUSION**

Goa is an investor friendly state and it is enjoying the proactive support of the Goa government towards the pharma industry. There are a number of companies that have benefited from the tax benefits in Goa and even after the expiry of these tax benefits many of them continued their business here and many of them have even gone to the extent of expanding their operations in the state. Goa has kept its identity which is unique and green and those industries that pollute the environment are not given licenses. Fortunately pharma industry is non-polluting & its compact size plants do not vitiate the Goa surroundings.

### **1.5.5 FOCUS OF THE RESEARCH**

A pharmaceutical Industry is a highly technology driven and knowledge based hence requires skilled and efficient employees as there is zero tolerance in terms of developing quality products and services. It is the human resource that plays a major role and the most used tools of HR in order to ensure skilled and efficient employee are training and development.

The Goan pharma sector has been doing very well since early 1990 due to the shifting of Mumbai based industries to Goa as a result of rising real estate prices and tax holidays for a decade between 1994 and 2004. Many Indian as well as Multinational pharma companies came to Goa state. There are around 70 big, small, medium and large pharma companies operating in Goa and most of these companies are in expansion mode in order to increase their capacities to meet ever growing demands of the exports from Goa. Of the 70 pharma companies 20 of them are large in size, out of which 11 are Indian and 9 are MNC's.

The focus of the present research is to study the two HR practices i.e. Training and Development and Performance Appraisal Practices and employee job satisfaction in the large Pharmaceutical companies in Goa.

The research attempts to understand the employees perception towards these HR practices, whether this perception varies among the Indian and MNC employee , Further the study seeks to examine the influence of the demographic profile(age, gender, educational qualification and work experience) on the employee perception of the two HR practices and its impact on employee job satisfaction. The study proposes a model for the large pharma companies in Goa based on the outcomes of this research.



## **CHAPTER II**

### **REVIEW OF LITERATURE**

#### **INTRODUCTION**

There has been plethora of studies carried out by many academicians, practitioners and institutions on several aspects of training and development and performance appraisal practices in various organized and unorganized sectors both in India and in various foreign countries. This chapter devotes itself to the survey of literature relevant to the subject of training and development and performance appraisal practices in various sectors its impact on job satisfaction and employee perception towards these practices.

Review of Literature has been classified into various sections that are as follows.

- a) **Studies on Training and Development Practices.**
- b) **Studies on Performance Appraisal Practices.**
- c) **Studies on Job Satisfaction & HR Practices** (Training and Development performance appraisal)

#### **2.1 STUDIES ON TRAINING AND DEVELOPMENT**

- ❖ **Permila Setts** (1980) examined whether the training and development programs which are designed to meet the changing environment are actually up to the mark or as per the quality requirements of the changed situation. She is of the opinion that the training

institutes must try to recognize the intimate relationship between management training philosophy principles and practices and the training modules so that there is no mismatch between what to impart in training sessions and the job requirements.

- ❖ **K.S. Anandram** (1994) initiated a study to critically examine the various aspects related to training and development of young engineers. The study revealed that young engineers desire to acquire management education as they are of the opinion that management education would facilitate faster growth in the organisational hierarchy.
  
- ❖ **Tung- Chun Huang** (2001) studied the relationship between training practices and organizational performance in small and medium size enterprises (SMES). The study tried to investigate the relationships between the training programs and their effects on the business performance of SMES. The study revealed that firms with sophisticated training systems and string support from top management towards training are highly successful in maximizing the effectiveness of training programs.
  
- ❖ **Munif Mohamed M. Muhaream** (2003) analysed and evaluated the HRM Practices in private sector in India and in Yemen based on analytical and comparative approach with reference to selected organisations in private sector in Pune India and Sana a Yemen. The conclusions drawn from the study revealed that the application of the HRM in the private sector in India is much advanced and expansive as compared to Yemen.

- ❖ **Prakash P. Joshi** (2003) examined the training activities carried out at various industrial units at Pimpri-Chinchwad municipal corporation area of Maharashtra. Also an attempt was made to understand the impact of training programs on employee's performance. It was observed that training was not considered as an integral part of management, while selecting external trainers proper care needs to be taken. That he has a follow up of such training activities and training has to be made a compulsory so as to update employee skills & enhance their performance.
  
- ❖ **Connie Zheng, Paul Hyland, Claudine Soosay**, (2007) studied a range of training practices adopted by the multinational companies (MNCS) operating in Asia. The study also tried to investigate the level of training expenditure, nature of training programs and concerns about training in MNCS. It was revealed that MNCS significantly invest in training. Training was found to be more widespread in service organizations than in manufacturing organizations operating in Asia. The majority of training emphasized managerial and professional staff development and was generally conducted externally.
  
- ❖ **D.A. Olaniyan and Lucas B. Ojo** (2008) have opined that training and development plays a very important role in taking the organization towards its expected destination. It is concluded that due to the advancement in modern world investment in employee training and development becomes inevitable. The organization should train and retrain all the staff in the form of workshops, Conferences, Seminars, etc., So as to achieve organizational effectiveness.

- ❖ **Gopal** (2008) examines the evaluation of effectiveness of executive training programs in Electronic India Ltd. scholar. The evaluation was done in two ways a) individual program wise and b) overall evaluation of all training programs taken together. It was concluded from the study that evaluation of training programs provides inputs in improving the future training programs.
  
- ❖ **A.B. Das** (2009) examined the training and development practices in Maharashtra State Electricity Board and measured the impact of training and development programmes on the employees' competencies. The study concludes that employee training policies, programs and strategies adopted by MSEB have been instrumental in enhancing the competencies commitment and contribution of employees in overall development of the power stations in Maharashtra.
  
- ❖ **Nagar** (2009) studied the effectiveness of training programs being conducted by commercial banks (public and private). The study focused mainly on employee opinion about training programs conducted regarding various aspects like course duration, library facilities, trainer's skills and ability infrastructure facilities at training centre teaching, aids, etc. The data was collected from trainees at staff training centers of SBI of Bikaner and Jaipur & Bank of Rajasthan Ltd. The study concluded respondents at both training centers have equally positive opinion about the training programs.
  
- ❖ **Sri Prabha and K Sridevi** (2010) examined the training practices in a garment Industry, a random sample of 135 respondents was taken in order to identify the various training

practices adopted by the organization and to explore the impact of the various components of training and development activity. The study revealed that the training practices were effective. However, new methods could be adopted considering the trainees feedback

- ❖ **M. Srimannarayana**, (2010) studied the training practices in select organizations in India with respect to structuring the training departments, Orientation training needs assessment and training evaluation. The study revealed that training programs are taken very casually and the organizations were unable to assess the training program effectiveness.
  
- ❖ **Sunil Patil** (2010) studied the various HRM practices in Sanjivani sugar cooperative Goa. An attempt was made to investigate the internal and external sources of recruitment, selection and the various training and development and performance appraisal practices adopted in the organisation which helps to increase the productivity of the factory. The study revealed that traditional methods were followed for all the HRM practices. Both internal as well as external sources were used for recruiting employees in the organisation. No specific training programmes were arranged for the employees, only on the job training was provided to. No proper documentation was available for any of the methods of performance appraisal and it was confidential and had an element of subjectivity
  
- ❖ **S. Ganesan, Dr V. Badrinath & Dr Panhnatham** (2010), attempted to find the gap in the competency level of employees due to redundant technology, obsolescence and lack of technology updates. The study concluded by emphasizing on organizational support to

employees through training to acquire knowledge. However the training should be provided by the right people at the right time as the degree of learning and satisfaction through the training by the trainees is mainly based on learning environment and trainer behavior. Such training Modules which updated as per the technological advancement and innovations shall prove to investments rather than company's expenditure.

- ❖ **Dr Shagun Ahija, Dr Cheeranjeer Singh and Dr R.K. Sharma**, (March 2010), examined the training objectives and practices of Oriental Insurance Company Ltd at the Regional Offices in Punjab and Haryana. This study also aimed at suggesting how these training practices could be improved in future. It was concluded that training was given adequate importance at all levels and the training needs were assessed keeping in mind the job requirements of the employees and also on the basis of performance appraised.
  
- ❖ **Dr Harsh Dwevidi and Onaladiwal** (2011) examined the role of training in an organization and explored the training practices used by the Indian organizations for the effective utilization of workforce. Four organizations selected for the study are Aditya Birla group, Infosys, Syndicate bank and Essar Corporation University. The study revealed that training is used in these organizations as a means to transform in order to survive in the competitive world. The new trend in the corporate world is to emphasis more on applying systematic approach to training and development so as to survive in the Competitive world
  
- ❖ **Shefali Verma and Rita Goyal** (2011) examined the status of various training and development practices in LIC and the relationship between training and employees

productivity. A sample size of 250 employees in four branches of LIC in northern India was consideration for the study. The results of the study showed that the training practices are average and there is a lot of scope for further improvement.

- ❖ **Purohit** (2012) analysed the existing policies practiced in co-operative banks to appraise the level of HRD practices, to assess the satisfaction level of employees about HRD practices particularly Training and development & Reward and recognition of employees. In the present study data has been collected by adopting simple random sampling technique using a structured questionnaire via in-depth personal interviews from 30 employees at different managerial level working in 16 large banks in Pune region. The study concluded that training enables employees to gain better understanding of the assigned job and this will enhance their skill and knowledge. Extensive training provides the continuous development and acts as a driving force to perform the job effectively. The study also suggests the ways & means by which the selected co-operative banks can improve their work performance.
  
- ❖ **Jaya Bhasin and Vinod Kumar** (2012) made an attempt understand whether there is a gap between the existing training programs and the training needs of the operational level personnel at Tata Tele Services Ltd. The study revealed that Top management gives priority to training programs and training needs are identified from performance appraised annual training needs assessment & also through individual request for training and proper care is lake to see that there is no gap between training needs of Operational staff and existing training programs.

- ❖ **Mani & Dr P.A. Joy** (2012) studied the effectiveness of training among Bank Employees and analyzed the training system towards public and private sector banks in India. Six banks were selected. Z test, T test and Rank analysis were used for analysis. The study concluded that a separate body should be allotted in order to assess the various technological and social changes & update the training accordingly.
  
- ❖ **MS Jaspreet Kaur** (2012) studied training and development practices in the banking sector. An attempt was made to know employees perception on training and also to identify the training needs of the employees as well as understand the bank objectives to impart training. A sample of 400 bank employees from 8 banks, of which 4 were private and 4 were public was considered. The study revealed that training was required in order to increase the level of motivation, create positive attitude up grade knowledge improve interpersonal relations among the employees. The training needs of the bank employees were identified based on the recommendations of the supervisory staff was considered
  
- ❖ **Bendigiri Satish** (2012) studied the training & development activities conducted by Force Motors Ltd. one of the leading automobile companies, located in Pune. The researcher made an attempt to identify the training and development systems, evaluated them and examined its impact on the employees and organizational effectiveness and their performance. The studies revealed that majority of the employees have been benefitted from the training activities carried out by the organization.



- ❖ **Arhan Sthapit** (2012) investigated the strategic HRD affecting the evaluation of induction training effectiveness in bank employees working in Nepal. A sample of 104 lower and middle level bank managers were selected for this study. This study concluded that induction training is most effective in terms of learning and least effective as a means of behavioural change.
  
- ❖ **Khawaja Jehanzed and Dr Nadeem Bashir** (2012) inspected the structure and elements of training and development programs and tried to analyze the benefits of these training programs to both the organization and the individuals and suggested measures to improve the benefits of training programs like training design, delivery & transfer of training. It was concluded that a systematic training & development program shall enable a company to remain competitive in the job market
  
- ❖ **P.S. Sakthinrayana and R. Vajeravel** (2012), evaluated the effectiveness of training and development programs of Bio Micron pharmaceutical company in Chennai. The researcher has made an attempt to examine the various methods used to evaluate training and development programs and their effectiveness and benefits to the employees and the organisation. A sample of 30 respondents (executives) from various departments of the organisation was considered for the present study. It was concluded that training programs conducted were found to be satisfactory and they helped the employees to apply the knowledge gained by them in their day to day work and also develop their personality.

- ❖ **A Sridhara Raj** (2012) examined the training and development facilities in select central public sector enterprises and analyzed the role of such programs in improving employee performance. It was concluded that the training and development programs provides necessary skills and expertise in order to raise the employee performance and productivity.
  
- ❖ **S. Madan Kumar and M. Arun** (2013) examined the factors affecting the efficiency of employee training & development analyzed the effect of training programs on employee performance at RABCO a rubber co –operative in Kerala. It was revealed organizational trainings have a positive impact on employee performance. At RABCO training is considered as an important component for enhancing employee performance and satisfaction level of new as well as existing employees.
  
- ❖ **Aidah Nassazi** (2013) evaluated the effects of training on employee performance, using the telecom Industry in Uganda as a case study. The study was basically focused on four issues identification of the training program existing in the industry, objective of imparting training to its employees, methods used for training and understands the impact of training and development practices on employee’s performance. It was concluded that training & development have a clear effect on performance of the employees.
  
- ❖ **Zahid Hussain Bhat** (2013) studied the relationship between training and its impact on employee performance in banks. It was revealed that although to a great extent training

plays a very important role in enhancing employee performance, it is not the sole factor that leads to good performance it is rather a combination of various factors for example Compensations, if employees are not paid properly they tend to show poor performance

- ❖ **Sununta Sringthai, Duangporn Boonkrob and Malee Siengthai** (2013) examined issues related to training and evaluation in terms of its effectiveness so as to provide some guidelines towards the in service training programs conducted in the public sector organizations in Thailand. It was suggested to consider certain factors such as inputs in to the training programs, namely trainees and trainer's skills, knowledge and competences, the training process itself that depends on the contents and methods used in the programs.
  
- ❖ **Jadhav** (2013) analysed the training and development programmes conducted by banks for their employees. The main objectives of the present study were to examine the effectiveness of training and development programmes for employees to perform their duties and to study how training and development programmes helps to provide customer satisfaction. For this study primary data was collected through questionnaire filled by the bank employees. A random sample of 40 employees is selected from different banks like HDFC, ICICI, Vijaya bank, Bank of Baroda, and Dena Bank situated in suburban area of Mumbai. The study concluded that both private as well as the public Indian banks are providing training programmes to enhance their knowledge and skills to satisfy the customers. Indian banking sector in India has grown as a result of skilled manpower which is the outcome of training and development.

- ❖ **James Rajsekar and Samir A. Khan** (2013) investigated the state of training function and its effectiveness in eleven Omani government organizations. The study recommended a strong integrated HRD and training frame work which would be capable of building a training and development architecture in Omani government organizations which would encourage team learning, creativity, flexibility, and collaboration at the workplace among the employees.
  
- ❖ **Ekta Talwar and Neha Sharma** (2014) , A studied training and development practices adopted by BSNL so as to understand whether these training and development programs improves the ability, capacity and competencies of its employee towards their work. The study revealed that training enhances employee performance & improves quality by reducing accidents & eliminating wastages.
  
- ❖ **J Venugopal** (2014) examined the employees' perception towards various dimensions of training and its impact on development of human resources for the excellence in organisational performance. The study was conducted in two airline companies located at Hyderabad among 360 employees. The study concluded that employees have a positive opinion towards both mandatory and non mandatory training programs and organisation excellence is accelerated due to training programs.
  
- ❖ **Suruchi Pandey, Yogesh KumarUpadhyay and Devyani Roshne Saran** (2014), examined the effectiveness of training programs conducted for relationship managers

in Mutual Fund Industry. A sample of 316 relationship managers from various mutual fund companies was considered for this study. The researchers were of the opinion that the training programs were very effective in generating high returns and various suggestions were provided to make the training programmes more effective.

- ❖ **Srinivas K.S. and N. Suresh** (2014) studied the impact of recent trends and future outlook in Indian Pharmaceutical companies on Training and development practices. Further to understand the initiatives taken by T & D fraternity to support the organization in such scenario to achieve business goals. The study suggested that organizations have to prepare themselves for future challenges as Indian pharmaceutical shall continue to change for next 10 years.
  
- ❖ **Kavita Rani and Diksha Garg** (2014) examined the status of training and development programs for bank employees and the effectiveness of such programs towards fulfillment of their duties. A Random sample of 40 respondents from various public sector banks located in urban area of Kurukshetras was taken for this study. It was concluded that employees who were trained on regular basis are the once who provide better customer service, Public sector banks undertake training and development programs to enhance their efficiency. Bank of Baroda, and Dena Bank situated in suburban area of Mumbai. The study concluded that both private as well as the public Indian banks are providing training programmes to enhance their knowledge and skills to satisfy the customers.

Indian banking sector in India has grown as a result of skilled manpower which is the outcome of training and development.

- ❖ **Ram Krishna Gupta and Chandrakant Kumar Sahoo** (2014) opined that training provides important benefits for employees and to the organisation and has a positive impact on productivity. This study also reveals that training and development can help the organisation to knowledge based competitive advantage. Systematic training shall enable the company to harvest profits from the market and also remain competitive in the job market.

## **2.2 STUDIES ON PERFORMANCE APPRAISAL PRACTICES**

- ❖ **Mubashar Munir Kaleem, Bushra Jabeen and Muhammad Jameel Twana** (2000) examined the relationship of organizational justice with work performance with the mediation of performance appraisal satisfaction. The findings revealed that if employees perceive Performance Appraisal to be fair and accurate than it would lead to better work performance and in turn increase organizational performance. It was suggested that the fairness of perception of employees in performance appraisal process is the most important factor which increases work performance of an employee in a particular organization.

- ❖ **June M.L. Poon** (2004), examined the effects of employee perception on political motives in performance appraisal on their job satisfaction and intention to quit using survey data from an occupationally heterogeneous sample of white collar employees from various organizations. The results indicated that when the employees perceive that the performance ratings are manipulated due to rater's personal bias or with an intention to punish subordinates their job satisfaction reduces as a result they exhibit intentions to quit their jobs".
  
- ❖ **Roshidi Hassan** (2005) studied the employee's perceptions and views on the underlying elements behind their negative perceptions and dissatisfaction towards performance appraisal system, the outcomes and impact of such perceptions on the work attitude of the employees. The purpose of this study was to assist the government & the management of other public universities in Malaysia to understand the specific problem related to the implementation of performance appraisal system in higher learning institutions and to develop and implement an effective performance appraisal system which would be more reliable & acceptable. The study indicated that the academicians were dissatisfied as to how performance appraisal was implemented in the organization. It was suggested to have multi sources of appraisal in order to enhance trust, fairness and acceptance towards the performance appraisal system.
  
- ❖ **Yustina Ndambakuwa and Jacob Mufunda** (2006) evaluated the impact of five years of Performance Appraisal System on productivity and job satisfaction of the university academic staff. The study revealed that after the introduction of the performance appraisal

system job satisfaction and the indices of productivity decreased by half. It was concluded that the decline in job satisfaction could have been due to the introduction of PAS with proper preparation when the socio cultural environment was not conducive to its implementation.

- ❖ **Stephanic C. Payne, Margaret T. Horner and others** (2009) analyzed employee reactions to the use of an online performance appraisal (PA) system to the traditional paper & pen (P & P) approach. The findings indicate that employee whose performance is evaluated online showed significantly higher level of rater accountability and employee participation than those evaluated by (P & P), traditional method. No difference was observed in perceived security of ratings utility of the ratings or satisfaction with the performance appraisal. It was suggested that organizations should ensure that all system users are trainee in how to provide quality ratings and feedback through the system.
  
- ❖ **Akinyele, S.T.** (2010) examined the effectiveness of performance Appraisal system at private universities in Nigeria. The study population was all university staff of Crawford University. Factors relevant for achieving an effective performance appraisal were identified. The findings of the study have established that in private universities performance appraisal systems exist just as a matter of formality. The effectiveness of P.a. systems in private universities is only based on training the members of staff involved in the appraising process.



- ❖ **Abraham Zewdie Bekele, Assegid Demissie Shigutu and Assefa TsegayTensay,** (2011) examined employees' perception about the existing performance appraisal practices and its relationship with turnover intentions, commitment towards the organization goals and work performance. The study revealed that employees having a better perception of performance appraisal system show better performance, higher commitment & have lower turnover intentions.
  
- ❖ **Shrivastava A and Purang P** (2011) studied the difference between public and private sector banks with respect to perception of fairness of the performance appraisal system and performance appraisal satisfaction. Results revealed that private sector bank employees receive greater fairness and satisfaction with their performance appraisal system in comparison with their performance appraisal system as compared to public sector bank employees.
  
- ❖ **Jaisheela B** (2011) examined the employee's satisfaction towards performance appraisal system in South Central railways which influences the performance of the employees in the organization. The study concluded that SCR is using traditional Performance Appraisal system and the procedure is lengthy. It was revealed that the time lag between the appraisal system identified and placement is more than 1 year which obstructs the work flow and hampers the efficiency of the organization.
  
- ❖ **Manish Agarwal** (2011) examined the patterns of relationship between managerial perceptions of the system and the process facets of performance evaluation & perceived

effectiveness of the performance appraisal system (PAS). The sample size was 200 respondents (managerial personnel) belonging to both private as well as public sector organization in North India. The findings of the study indicated that the performance appraisal system in public sector organization perceived to have higher levels of system complicity and lower levels of perceived effectiveness in relation to that of private sector organizations.

- ❖ **Sanjet Singh, Gagan Deep Sharma and Harmandeep Kaur** (2011) studied the effect of the performance appraisal on an individual as well as on the organizations. The data was collected by using questionnaires filled by 100 respondents from North Indian states. The findings revealed that there is a noticeable effect of the performance appraisal on the org as well as on the individuals.
  
- ❖ **Pallavee Shrivastava and Usha Kiran Rai** (2012) studied performance appraisal practices in different Indian Banks and examined the role of performance appraisal as one of the key factors in enhancing organizational ability. It was observed that every bank has a different way of assessing employee performance. However every bank believes that performance appraisal is the central pillar of performance management in order to enhance organizational ability.
  
- ❖ **Kanchan Bhatia and Prashant Jain** (2012), investigated the existing performance appraised policies in (Airtel and BSNL) Telecom companies, analyzed the perception of employees towards the performance appraisal practices and the relationship between performance appraisal and organizational effectiveness. The (120) respondents belonged

to two categories Managers and Supervisors from Bhopal city. The study revealed that the employees are not very happy with the system as it is not motivational or reward oriented and there is no post appraisal interview in the organization.

- ❖ **Shreya Rustan Virani** (2012) has critically examined the performance appraisal system of ITES Companies with reference to its practices and processes at the different levels. Various ITES Companies were selected from Pune region for this study and well-structured questionnaire was used to collect the data. The results indicated that majority of selected ITES companies are satisfied with the existing performance appraisal system.
  
- ❖ **Francis Boachie – Mensah, Peter Awini Seidu** (2012) “evaluated employees perception of performance appraisal biases or errors and studied the implications for developing and implementing an effective appraisal system in a polytechnic in Takoradi Ghana. The sample size was 140 and the respondents were both administrative and academy staff who had worked in the institution for at least two consecutive years. The findings of the study indicated that employees perceive that performance appraisal system of this institution is affected by subjectivity and certain major errors.
  
- ❖ **Stephen Nzuve, Monica Ng'ang' aNg'endo** (2012) examined employee perception of performance Appraisal in the department of Immigration with specific emphasis on the Headquarters and at the Jomo Kenuatta International Airport which are the departments two stations in the Nairobi Region. A sample of 158 employees consisting of heads of the depts. immediate supervisors, officers and other supervisor staff was taken for the study. The findings of this revealed that performance appraisal system was not very effective in

terms of rewards, motivation, proper assessment of employee performance and appropriate management support & sanction was required and greater sensitization was required to harness its full potential & advantages.

- ❖ **Pallavee Shrivastava, Priyanka Srivastave Sandhya Kumari Singh and Usha Kiran Rai** (2012) examined the performance appraisal system in PNB and determined the impact of performance appraisal on employees of PNB. The findings indicated that there was lack of appropriate atmosphere and professional approach towards the performance appraisal system.
  
- ❖ **Vikas Mahalawat and Bharti Sharma** (2012), made an attempt to study the employee perceptions of Indian Bank employees towards performance appraisal. They examined the difference between public and private sector banks with respect to perception of fairness of the performance appraisal system and satisfaction regarding performance appraisal. It was observed that private sector bank employees perceive greater fairness and satisfaction with their performance appraisal system in comparison with public sector employees.
  
- ❖ **Chemeda Diriba** (2012) studied the practices and problems of performance appraisal in Ethiopian Higher Education Institutions. The findings of the study revealed that performance appraisal system is implemented in Addis Ababa university at moderate level while it applied in a better way at St. Mary university college However, it was observed that there is a bias element in the appraisal system and it is based on mixed

interests to discourage workers from competitive workings and creativity and for punishing those employees whose perform at the lowest status.

- ❖ **Sweta Tiwari**, (2012) studied the pattern of performance appraisal at Udaipur Dugdh Utpadak Sahakari Sangh which is a cooperative organization registered under Rajasthan Cooperative Act on August 26,1972 and identified the role of performance appraisal which affect the employees. The analysis revealed evidences that suggest a positive statistical significant relationship between performance appraisal and organizational goals. Performance appraisal is well implanted in the organization.
  
- ❖ **Rihan Singh, Madhumita Mohanty and Mohanty A.K.** (2013) investigated the relationship between performance appraised and employee performance among employees of service and manufacturing sector organizations in India. Over 100 organizations were selected for this study from both the sectors (service & manufacturing) and results showed a variance of 52% & 32% in employee performance in case of service & manufacturing respectively. Correlation and regression analysis was used to explore the relationship between them. SPSS Version 20 was used for analyzing the data.
  
- ❖ **Supriya Mahajan and MS Saloni Raheja** (2013), measured satisfaction of employee with performance appraisal system and to find out the relationship between employee satisfactions on performance appraisal system with fairness of the system. The study revealed that there is a positive relationship between employee satisfactions on performance appraised system with fairness of the system.

- ❖ **Nadeem Lqbal and Naveed Ahmad** (2013) studied the impact of performance appraisal on employee's performance involving the moderating role of motivation. The findings indicated that there is a positive relationship between performance appraisal and employee performance.
  
- ❖ **Sheetal Marawar** (2013) examined the performance appraisal system in two construction companies in Pune area and proposed a new appraisal system which would remove the drawbacks of the existing system. Also identified the advantages of the new system over the old system by comparing the new performance appraisal system with the old one.
  
- ❖ **E. Deepa and S. Kuppusamy** (2013) evaluated the performance appraisal system followed in oil industries and studied employees perception towards the existing performance appraisal system followed in these industries with special reference to Coimbatore city. The study indicated that employee's positive perception towards performance appraisal system goes a long way in improving their potential capabilities. It was suggested that employees views or suggestions has to be given due importance so as to raise their level of satisfaction.
  
- ❖ **Muhammad Faseeh Ullah Khan** (2013) examined the performance appraisal system in different organizations and its effectiveness studied the practical application of this system in various organisations and determined the most common parameters for

appraisal. Findings reflected that every organization has an appraisal system irrespective of its size however most of them have separate appraisal system for each level of employees and for those who are on probation. Respondents were of the opinion that performance should be linked with financial and semi financial incentives like bonus, promotion, increments etc.

- ❖ **Anupriya Singh** (2013) studied the perception of software professionals regarding certain performance management process dimensions, systems knowledge and justice dimensions and their potential inter relationship four software companies were selected for this study and a sample of 341 software professionals was selected. The findings of the study indicated that performance appraisal system was satisfactory as perceived by the respondents of all four organizations however, there was a need for improvement on procedural & distributive dimensions strong inter-relation was found among all dimensions relating to performance management process.
  
- ❖ **Lalita Mishra** (2013) studied the performance management and appraisal system for HSBC bank so that some changes that are considered to be appropriate for the employees and the organization could be implemented. The study indicated that performance appraisal plays a crucial role in achieving the organizational goals and as such training and development department should be correlated with performance management in the organization.

- ❖ **Shagufta Showkat** (2013) examined the satisfaction level of employees, towards the existing performance appraisal system in SBI and Jammu & Kashmir Bank Ltd., and identified the factors responsible for the dissatisfaction of manager towards the performance appraisal system in the respective organizations. The study indicated that SBI employees were more satisfied with the existing performance appraisal system than the J & K Bank Ltd., employees. It was suggested to have 360 degree appraisal system including multiple appraisal and development based appraisal system in order to overcome the threat of personal bias.
  
- ❖ **Payal Joshi, Ashish Adholiya and Anil Kurma Bhat** (2014) examined the factors which affect the bank employee's perception of Performance Appraisal and to analyze their perception regarding the existing performance appraisal system. The study identified the various factors that can influence the employee's perception of performance appraisal system and its related characteristics.
  
- ❖ **Muhammad Imran** (2014) evaluated the performance appraisal system in private school at Bahawalpur in Pakistan. An attempt was made to explore various problematic issues or challenges which are being faced by school teachers regarding performance appraisal and to understand their perception towards the existing performance appraisal system & its impact on their work performance. The study concluded that the performance appraisal system works effectively as perceived by the respondents. However, some suggestions were made so as to further improve the P.S. system.



- ❖ **Khushbu S. Dave** (2014), performance Appraisal of Nurses in Hospitals (with special reference to Saurashtra Region). Analyzed the parameters responsible for performance appraisal system of Nurses in Hospital sector and studied whether nurses in hospital were aware of the factors used in performance appraisal system in hospital sector. It was observed that performance appraisal is done for promotion purpose in a hospital. Almost 75% nurses were happy with the current P.A. system. It was suggested that performance appraisal system has to be improved for better outcome and nurses should be involved in the appraisal system to make the system more effective.
  
- ❖ **M. S. Vijaya Rao and S. Sheela Rani** (2014) analyzed the rating errors in the existing appraisal system in the banking sector with special reference to employee satisfaction. The sample of this study included the middle level bank employees working in different banks in Chennai city. The study also examined the inter-relationship between various rating errors and their impact on employee satisfaction. The study concluded that rating errors have significant impact on performance appraisal and hence on employee satisfaction.

### **2.3 STUDIES ON HR PRACTICES and JOB SATISFACTION**

- ❖ **T. Y. Mallaiah** (2008), examined the performance management system. An attempt was made to understand the significance of three subsystems of performance management system i.e. performance planning and development employee involvement and empowerment and organization – employee rapport. The study concluded that the

conducive and congenial physical, social and psychological conditions present in the workplace have potential to enhance the job satisfaction of the library professionals.

- ❖ **Ayaz Khan** (2008) examined the relationship between productivity and job satisfaction. The study was conducted with a sample size of 400 respondents in a Technical Education and Manpower Training department. The findings revealed that no proper feedback was provided to the employees so as to improve their performance. The performance appraisal system after appraised employee's performance in qualitative terms rather than in qualitative terms and some of the reporting officers adopted dictatorial approach while evaluating employees in case they failed to accomplish the targets.
  
- ❖ **Hamdia Mudor and Phadett Took soon** (2011) proposed a conceptual frame work consisting of three Human Resource Management practices (supervisor, job training and pay practices), job satisfaction and turnover, and to explain the relationships among these variable. It was concluded from the study that HRM practices are positively correlated with job satisfaction while HRM Practices and job satisfaction are negatively and significant by correlated with turnover.
  
- ❖ **Rabia Karimi, Muhammad Imran Malik and Dr. Saddam Hussain** (2011) evaluated the relationship between performance appraisal system and employee satisfaction. This study was based on a sample of 101 employees who were working in an international organization operating in Peshawar region. The findings of the study revealed that there is a positive and significant relationship between employee performance appraisal system and their satisfaction.

- ❖ **Wanda M. Costen and John Salazar** (2011) explored the relationship between training and development and employee job satisfaction, loyalty and intention to stay in four leading properties in the United States. The outcome of this study revealed that employees who perceive that they have the opportunity to develop new skills are more satisfied with their jobs more loyal and therefore they are more likely to stay with organization.
  
- ❖ **Suresh Krishna and Swarna Latha** (2012) examined the relationship between employee job satisfaction and organizational commitment in an automobile industry. A sample of 215 employees of four different automobile industries in India was conducted. The outcome of this study indicated that leader member relations, personality traits, employee training have significant and positive relationship among different variables of employee job satisfaction and organizational commitment
  
- ❖ **Muhammad Javed, Muhammed Rafiq& others** (2012) studied the impact of HR practices on employee job satisfaction in public sector organizations of Pakistan. It was observed the three HR practices (Training and development rewards, recognition), rewards and recognition are strongly connected with employee job satisfaction while training and development has a weak correlation with employee job satisfaction
  
- ❖ **Mr. Uvais. M** (2012), examined the various human resource management practices including training and development and performance appraisal mainly to understand whether the job satisfaction is independent or dependent on these HRM practices at

Doctus Private Ltd. and to suggest whether any improvements are needed for the existing HRM practices which will enhance management and employee relationship. The study concluded that Doctus software solution Pvt. Ltd, Hyderabad, is one of the good companies treating employees as one of the important assets of the organization and that Human resource practices have considerable influence on employee's job satisfaction.

❖ **Imran Khan Tauqir Ahmad Ghawu and Kashif Khan** (2012) examined the relationship between job satisfaction and human resource practices among university teachers in Pakistan. The results indicated that the various HR practices like compensation, promotions, performance evaluation and empowerment have positive correlation with job satisfaction however; it was observed that teachers of public sector universities in Pakistan are more satisfied than private and semi govt. universities as there is high job security in public sector. Male teachers are more satisfied than female teachers with respect to all HR practices

❖ **Mahdieh Darehzereshki** (2013) examined the role of performance appraisal quality. The purpose of this paper is to examine the role of the performance appraisal quality on job satisfaction. A sample of 33 employees (respondents) has been selected from Multinational companies in Malaysia. The findings of this study revealed that there is a relatively strong relationship between quality of performance appraisal and job satisfaction. A low quality performance appraisal experiences among employees often lowers employee job satisfactions and higher intentions to quit.

- ❖ **Muhammad Adeel Arshad, Muhammad Tahir Masood and Ghazala Amin (2013)** explored the impact of performance appraisal politics on job satisfaction, turnover intentions and loyalty of supervisor appraiser as perceived by the employees of Pakistan telecom organization. The study concluded that the political motives of the appraisers in the performance appraisal system/ process resulted in lowering the level of job satisfaction and reduced the employee loyalty towards their supervisors (appraisers) and increased turnover intentions of the employees
  
- ❖ **Murni Zarina Mohammad Razali, Nurul Afa Amira and Nor Diyana Muhammed Shobri (2013)**, studied the relationship between learning organization practices and job satisfaction among academicians at public university and also tried to examine how it may affect their level of job satisfaction at public university. The study revealed that there is a positive relationship between learning organization practices and job satisfaction among the academicians.
  
- ❖ **Adesola, M.A., Dyeniya, K.O. and Adeyemi, M.A. (2013)**, examined the relationship between staff training and job satisfaction among Nigerian bank employees. The result of this study indicated that there is a positive relationship between staff training and job satisfaction however it was suggested to increase the budget for staff training and such training should be in line with organizational objectives.

- ❖ **E Deeppa and S. Kuppusamy**(2013) analyzed the relationship between performance appraisal system and its relationship between Job satisfaction, organization culture organization citizenship Behaviour, Employee Engagement and thus with productivity. The results of this study revealed that performance appraisal system helps both the employees and the organization in increasing their productivity. The performance appraisal system motivates its employees both financially (providing extra incentives) and non financially (extra responsibility). This gives them Job Satisfaction and they will commit themselves to their job, thus make them feel that they are citizens of the organization. This goes a long way in increasing their productivity.
  
- ❖ **Aarti Chahal, Seema Chahal and others** (2013) investigated the level of job satisfaction of employees working in Canara Bank in New Delhi in order to identify the satisfaction level of employees, various factors influencing satisfaction of employees and to study the relationship between personal factors influencing satisfaction of employees and to study the relationship between the personal factors of the employees. The study revealed that salary of employees, performance appraisal system, training and development programs, promotional strategies, management relationship and other co employees, training and development program, work burden and working hours are found important for improving job satisfaction of bank employees in Canara bank.
  
- ❖ **V.N. Maurya and A.P. Kaushik** (2013) examined the level of job satisfaction among the employees of public sector organizations with respect to their on the job training facilities

provided by their organization 200 employees in the officers, supervisors and workers category were selected from various public sectors organizations of India.

The study revealed that supervisors among public sector employees are moderately satisfied as far as on the job training is concerned and the officers among the public sector employees are the least satisfied with training provided by their respective organization.

❖ **Bidyut BijoyaNeog & Dr Mukulesh Barera** (2014) identified the various factors influencing job satisfaction and examined their relationship with job satisfaction .Hundred respondents were selected from authorized service workshops of ten automobile manufactures. It was observed that salary has greatest impact on job satisfaction other factors include compensation, training and development opportunity, career opportunities working on promotions, etc. it was suggested to revise salary provide festival bonus and also choose and reward the best employee of the month. It was also suggested to improve infrastructure facilities like canteen facility as it was absent in most of the workshops.

❖ **H. Vasudevan** (2014) examined the relationship of training on job satisfaction and organizational effectiveness, 180 employees were selected from Malaysian organization for the study. It was concluded that a valid training program with a clear training purpose and valid informational contents which using effective delivery approaches is able to attract employees to attend and participate in the training to develop their capabilities. Thus, it was suggested to the employers to invest more in training for employee development.

- ❖ **Vikramjeet and Dr Sayeeduzafar (2014)** examined and analyzed the impact of human resource management practices on the employees of private sector banks and also studied their level of job satisfaction. The study concluded that the various HRM practices like training and development, performance appraisal, teamwork and compensation has significant impact on job satisfaction however employee participation does not have any significant impact on job satisfaction of the employees of HDFC bank.
  
- ❖ **R. Divyaranjani and Dr. D. Rajasekar (2014)**, examined the amount of job satisfaction among the employees before and after the training project. A sample size of 348 employees in an insurance company were selected for the study. The study revealed that major factors that lead to job satisfaction are promotion, job security, performance, motivation, co-worker relationship and utilization of individual skills. It was suggested that the employees should be given cross training and make them do something different, improve the interpersonal relations and link rewards with performance.
  
- ❖ **Tariq Rafique, Faisal Shafique Butt and others (2014)** examined the various factors which affect job satisfaction of employees working in private organizations in Pakistan. The study aimed at exploring the relationship between various factors like compensation, training and development appraisal system, motivation, workplace, empowerment, clarity of goals etc and job satisfaction.



The findings of the study indicated that all the variables showed a positive impact on job satisfaction.

❖ **Usha Tiwari** (2014) studied the level of Job satisfaction among the non teaching staff of A.P.S. University, Rewa Madhya Pradesh. A sample of 300 respondents was considered for this study. They were divided into three groups. Group A administrative cadre, group B- Supervisory cadre group C- assistant cadre. Results indicated that group A and group B employees tend to be more satisfied than group C cadre employees. It was observed that overall satisfaction is poor. Factors which required special attention include promotion, salary, fringe benefits, employee development, working condition performance appraisal team spirit encouragement.

❖ **Melanie K Jones, et.al** analyzed the relationship between training, job satisfaction and work place performance using the British 2004. Workplace Employee Relation Survey (WERS), several measures of performance are analyzed including absence, quits, financial positions, labour productivity and product quality. The study revealed that training has a positive relationship with job satisfaction of the employees.

The study concluded that performance evaluation methods do not have a substantial impact on employee's perception for determining employee job satisfaction levels.

## 2.4

### RESEARCH GAP

Today as the global competition is increasing drastically, it is necessary for every organization to be very active and growth oriented. Irrespective of the organization size or type it is required to have well trained competent and highly motivated people to perform various activities. Performance Appraisal function helps the employer to know the employee's level of performance against the expected standards and if any gap is found between the actual and expected performance levels necessary training is imparted to overcome this gap. The study of training and development and performance appraisal has attracted many of the researchers and practitioners. In order to analyze the relationship between the various Human Resource Development Practices and their impact on job satisfaction they have investigated several studies in different time periods. Many research works have already proved that training and development and performance appraisal practices and job satisfaction are the key indicators for employee performance. Job satisfaction is such a tool that improves the motivation and commitment of workers which will help in enhancement of productivity. Only satisfied workers will work for progress and prosperity while unhappy workers or dissatisfied workers may raise voice and create agitation. Thus job satisfaction is instrumental in bringing peace and harmony at work place.

- ❖ Many researchers have examined training and development practices and its impact on productivity, labour turnover, employee absenteeism, employee motivation and commitment, organizational performance, work quality, etc. in Banks Insurance sector, financial sector, hospitality, automobile, textile, telecom, police department, Educational institutions.

- ❖ There are some studies on performance appraisal practices in different types of organization and its impact on employee performance, organizational effectiveness, productivity, turnover employee motivation etc. in various sectors like IT, Banking, Hospitality, Educational sector Insurance etc. a very few studies have been undertaken on pharma sector. In Goa pharma industry ranks third after mining and tourism. Goa has been able to attract large Indian and multinational pharma companies. The pharma industry contributes almost 10% of the total country production. There are a few studies done on the Goan pharma sector with respect to the marketing strategies and labour welfare measures and job satisfaction however so far no study has been made on the HR practices in large pharma industries in Goa The current study on **Training and Development and Performance Appraisal practices of a large pharma companies in Goa, is one of its kind and has not been researched earlier.**

The present research shall

- Study the training and development and performance appraisal practices in large Indian and multinational pharmaceutical companies in Goa.
- Analyse and compare employees perception towards training and development as well as performance appraisal practices in Indian and multinational pharmaceutical companies in Goa.
- To examine the relationship between the two HR practices (T&D and P.A) in Large pharmaceutical companies in Goa.
- Examine the impact of HR practices on employee's job satisfaction.

- Assess the influence of demographic profile of employees on their perception towards the HR practices (T & D and P.A.) and on their Job satisfaction outcomes in Indian and multinational pharmaceutical companies.
- To compare the influence of demographic profile of the employees on their perception towards the HR practices and their job satisfaction outcomes between the Indian and Multinational pharmaceutical companies in Goa.
- To propose a HRD model for large pharmaceutical companies.

This research is first of its kind to be undertaken in Goa. Earlier there are a few studies done on marketing strategies and labour welfare practices in pharma sector in Goa however HR practices in Goan pharma have not been studied so far. The research outcomes can provide valuable inputs to pharma sector employers to be more aware of HR practices and also the impact it has on employee job satisfaction which would enhance employee productivity.

## **CHAPTER III**

### **RESEARCH METHODOLOGY AND DESIGN**

#### **3.1 RESEARCH PROBLEM**

Of all the resources, the Human Resource is the most important and active factor of production. It holds a key position in the economic development of any country as the real strength of the country and its institutions depend upon the capabilities of their people. The training and development and performance appraisal functions play a further enhanced role and holds more importance as Training & development deals with knowledge of employees enabling them to carry out their roles & responsibilities efficiently and also learn new things, which can ensure career advancement in the future while performance appraisal function enables building a resourceful organization capable of solving its problems and attaining targeted business goals. It can help management in various administrative decisions, selection, placement, Promotion, reward, training, termination etc. A pharmaceutical industry especially requires skilled and efficient employees as it requires specialized technical and scientific knowledge and expertise and there is zero tolerance in terms of developing products & services. To attain such objectives both functions of HR i.e. Training and Development and Performance appraisal becomes indispensable. The present study “A study of Training and Development and Performance Appraisal Practices and their Job Satisfaction Outcomes in select pharmaceutical Companies in Goa.” attempts to examine training and development and Performance Appraisal Practices and their job satisfaction outcomes in Large Indian and Multinational Pharmaceutical companies in Goan Pharma sector and also analyze the employee perception towards these practices. If the employee has a positive perception

towards training and development and performance appraisal practices definitely it would lead to a positive Job satisfaction outcomes and thus have a positive impact on the employee performance and organizational effectiveness.

### **3.2 SIGNIFICANCE OF THE TOPIC**

The research on Training and Development and Performance Appraisal practices in select pharmaceutical companies in Goa is the first of its kind undertaken so far in Goa and shall throw light on how the two HR practices i.e. Training and Development and Performance Appraisal Practices are undertaken in large Indian and Multinational Pharma companies in Goa .

Today the state of Goa has become a pharmaceutical hub. There are around 70 pharmaceutical units with their independent state of art of manufacturing facilities, manufacturing almost all categories of pharmaceutical products today. Pharma industry is technology driven & knowledge based which requires skilled and efficient workforce as there is zero tolerance in terms of developing quality goods and services. It felt that good human resource practices can play an important role in order to ensure skilled & efficient employees. Training and Development can be used as a tool for enhancing their competencies and organizational performance while performance appraisal aims at improving employee performance and strengthening their job skills and helps in taking decisions like promotions, rewards and identifies employee training needs. This study provides insight into HR practices (Training development & performance Appraisal) in Large Indian Pharma Companies Vis-a Vis multinational pharma companies in Goa. The employee perception on these HR practices can also be realized, whether the perception

varies between Indian and MNC's. This study shall be of interest to the employers of these twenty companies selected. As they shall understand how the employees perceive the HR practices and if any change or improvements are necessary. The study can assist the concerned employers arriving at policy decision that can ensure efficiency in the enterprise so as to give the best possible to the workforce and retain their loyalties with the company. The researcher based on the research outcomes proposes to suggest a structural HRD model based on the two HR practices studied for large pharma companies. Future researchers would also benefit from the present research work.

### **3.3. RESEARCH OBJECTIVES:**

- 1. To study the Training & Development and Performance Appraisal Practices in large Indian and multinational pharmaceutical companies in Goa*
- 2. To analyse employees perception towards Training & Development Practices, Performance Appraisal Practices, Job Satisfaction Outcomes Of Training And Development Practices And Job Satisfaction Outcomes Of Performance Appraisal In Indian And MNC Pharmaceutical Companies.*
- 3. To examine the relationship between the two HR Practices (Training and Development and Performance Appraisal) and their Job Satisfaction Outcomes in selected Pharmaceutical Companies in Goa.*
- 4. To study the impact of HR Practices (Training and Development and Performance Appraisal) On Employee Job Satisfaction in select pharmaceutical companies in Goa*

*5. To assess whether the employee's demographic profile has an Impact on their perception towards HR Practices (Training and Development and Performance Appraisal) and on their Job Satisfaction Outcomes in Indian and MNC Pharmaceutical Companies in Goa.*

*6. To compare the influence of demographic profile of the employees on their perception towards the HR practices (Training and Development and Performance Appraisal) and their job satisfaction outcomes between the Indian and Multinational pharma companies in Goa.*

*7. To propose a HRD model for large pharmaceutical companies.*

### **3.4. RESEARCH HYPOTHESIS**

*H1 There is no significant difference in employee perception of training & development practices undertaken by large Indian and MNC Pharmaceutical companies in Goa.*

*H2 There is no significant difference in employee perception of Performance Appraisal Practices undertaken by large and MNC Pharmaceutical companies in Goa.*

*H3 There is no significant difference in Job satisfaction outcome of training and development Practices between Indian and MNCs.*

*H4 There is no significant difference in Job satisfaction outcome of performance appraisal practices of Indian and MNCs*



*H5 There is no significant relationship between Training and Development and Performance Appraisal Practices as perceived by the employees of Indian and MNC Pharmaceutical Companies in Goa*

*H6 There is no significant relationship between Job satisfaction outcomes of Training and Job satisfaction outcomes of Performance Appraisal.*

*H7 Training and Development practices do not have an impact on job satisfaction as perceived of the employees*

*H8 Performance Appraisal practices do not have impact on job satisfaction as perceived by the employees*

*H9 Employees perception on Training and Development does not vary as per the demographic profile. (Demographic profile includes gender, age, educational qualifications and work experience*

*H10 Employees perception on Performance Appraisal does not vary as per the demographic profile. (Demographic profile includes gender, age, educational qualifications and work experience)*

*H11 Job satisfaction outcome of Training and Development Practices does not vary as per the demographic profile. (Demographic profile includes gender, age, educational qualifications and work experience)*

*H12 Job satisfaction outcome of Performance Appraisal Practices does not vary as per the demographic profile. (Demographic profile includes gender, age, educational qualifications and work experience)*

*H13 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the gender.*

*H14 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the various age groups.*

*H15 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the various Educational Qualifications of the respondents.*

*H 16 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the various work experiences of the respondents.*

**3.5 SCOPE OF THE STUDY:** The present study covers the state of Goa. There are 70 large medium & small pharmaceutical companies in the state of Goa. Of which twenty are large companies. Out of these twenty companies, nine are multinationals and eleven are Indian, the study has been undertaken for all twenty large pharmaceutical companies and explores the two HR practices i.e. training and development and performance appraisal in these pharmaceutical companies. It further analyses employees' perception on the effective implementation of the two HR practices and their impact on the employees' job satisfaction outcomes. The study has considered the two HR practices (training and development and performance appraisal) only with respect to the Executives. Workers have not been considered for this study.

### **3.6 LIMITATIONS OF THE STUDY**

Despite all the earnest attempts made by the researcher to collect all data on training & development and performance appraisal practices in pharma sector at executive level of employees, it is subject to certain limitation due to the fact that data is based on employee perception which may bring in some bias.

- ❖ There are 70 pharma companies however the study is restricted to only 20 large pharma companies operating in Goa. The remaining pharma companies (small /medium) are not considered for the study.
  
- ❖ Only two HR practices are analyzed for this study. i.e. Training & Development and Performance appraisal while other HR practices are not considered for the study.

- ❖ The study has considered only two HR practices (Training and Development and Performance Appraisal practices) that could influence employee job satisfaction. There could be various other HR issues that have an impact on employee job satisfaction.
- ❖ The respondents of this study are the HR officials and executives (middle level managers); Workers are not considered for the study.
- ❖ Of the demographic variables that may influence employee perception on HR practices only age, gender qualification and work experience are considered for the study Income, marital status etc. have not been analyzed.
- ❖ Perception of the employee often changes from time to time. They may not give the same responses at all times. In addition most of the respondents were reluctant in expressing their perceptions and quite a few showed lack of interest in responding to the questionnaire. The results of the study depend on the co-operation and sincerity of respondents in answering the questionnaire.

### **3.7 PERIOD OF THE STUDY: JANUARY 2014 -DEC 2014**

### **3.8 SAMPLING DESIGN**

There are twenty large pharmaceutical companies operating in Goa, of which nine are Multinational and eleven are Indian. All twenty large pharma companies have been selected for the study. On the basis of confidentiality promised to the pharmaceutical companies by the researcher the study shall not disclose the names of the companies. The universe comprises of

approx 14896 executives working in the pharmaceutical sector in Goa. The population of the study was 6972 executives working in all 20 large pharmaceutical companies in Goa. The sample represents 10% of Executives in each of the selected pharmaceutical companies in Goa selected at random. The total sample of the study included 700 respondents (350 in Large Indian companies and 350 in multinational companies)

**Table : 2. Sample details**

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

Source: Primary data

**Alphabets A to I indicate MNCs and J to T are large Indian companies**

**Profile of (sample) Executives:** The respondents of the study consist of Executives. They are Middle level Managers which includes departmental Heads, Managers, Assistant Managers, Senior officers from various departments like quality control, quality assurance, marketing, HR, maintenance, stores, purchase Regulatory Affairs production and Engineering etc

### **3.9 DATA SOURCE**

Data was collected from both primary and secondary sources for the purpose of the present research. Primary data was collected from respondents through a well structured questionnaire schedule by interviewing. Secondary data was collected from books journals, unpublished thesis and the internet. Data was also collected from GPMA (Goa Pharmaceutical Manufacturers Association)

### **3.10 CHAPTERISATION SCHEME/ STRUCTURE OF THE STUDY**

In order to pursue the objectives of the present study, the entire work has been broadly divided in to six chapters.

#### **❖ Chapter 1: INTRODUCTION**

This chapter begins with Introduction to HR (Human Resource) and HRD (Human Resource Development), followed by Training and Development, Performance Appraisal and Employee Job satisfaction. It also includes historical background of pharmaceutical industry worldwide, in India and in Goa. This chapter ends with Back ground of the study followed by Focus of the Research.

#### **❖ Chapter 2: Review of Literature**

A literature review is an account of what has been published on a topic by accredited research scholars and researchers. This chapter deals with review of literatures on various aspects of training and development and performance appraisal in different sectors and also influence of these HR practices on Job satisfaction outcomes. This chapter reviewed the studies conducted by various researchers on Training and Development Performance Appraisal Practices and Job satisfaction. The research work done by various scholars on relationship between training practices and job satisfaction were examined. Moreover the studies on the influence of demographic variables such as gender, age, qualification and experience, were appraised.

### **Chapters 3: RESEARCH DESIGN AND METHODOLOGY:**

This chapter started with a brief introduction to the study. This was followed with the statement of the problem. The significance of the study was highlighted and the background against which the present research was undertaken was explained. Further the scope of the study and the research objectives as well as the research hypothesis were presented in detail. The limitations of the study were stated. The sample details were presented and the sample profile of the respondents was explained in detail. The primary and secondary source of data collection for the present research was explained and the various statistical techniques selected to analyze the data collected was illustrated. The chapter outlined the Research design of the study progress of the pharmaceutical industry in India and the importance of the pharmaceutical industry to the State of Goa. The background against which the present research was undertaken was explained. The sample of the study was presented and the standardized instruments i.e. questionnaire 1 administered to the HR Manager and questionnaire 2 was administered to the employees (executives) were described. The primary and secondary sources of data collection for the present research was explained and the various statistical techniques selected to analyze the data collected were illustrated. Furthermore, the chapter determined the statistical techniques that would be used to test each of the research hypotheses. This chapter covers research problem, significance of the topic, need for the study, objectives, hypotheses of the study, limitations, scheme of chapterisation, scope of the study, data source, sampling profile, data collection instrument, respondents contact method, data analysis tools, period of the study, and terms and concepts used.

#### **Chapter 4: DATA ANALYSIS AND DISCUSSION**

This chapter begins with the analysis of **Questionnaire 1**. It was analyzed using content analysis technique. The study has made an attempt to assess the training and development and performance appraisal practices in twenty large pharmaceutical companies operating in Goa in terms of the structure of the training department, induction training provided to the new recruits, assessment of training needs, types of training provided to the employees, number of training man days allotted, method of training followed, criteria for selection of employees for training, basis for identification of training needs (training need identification), effectiveness of training and development programs and steps taken to ensure active participation during the training programs. Also from where management sources the experts to conduct training programs is studied. Of the twenty large pharmaceutical companies, eleven are Indian and nine are Multinationals. An attempt is made to see whether there is any difference with respect to the training and development practices between Indian and MNCs. Using appropriate statistical techniques this chapter analyzed the various hypotheses. It was examined whether employee's demographic profile has impact on the perceptions of the two HRD practices and whether there is any difference in such perceptions between the Indian and Multinational Pharma Companies in Goa. The correlation between the two HR practices and their job satisfaction outcomes were also studied. An HRD Model was proposed for the large pharmaceutical companies. This chapter includes content analysis (Questionnaire 1), Factor Analysis, Cronbach Alpha, Descriptive Statistics and Variables, Testing of hypotheses, Proposed HRD Model results and discussion. The chapter ended with certain conclusions drawn from the study and discussion.



## **CHAPTER 5: SUMMARY OF FINDINGS CONCLUSIONS AND SUGGESTIONS:**

This chapter includes the summary of the earlier chapter's, the conclusions based on the findings of the present research, the recommendations made by the researcher that could draw the attention of the pharmaceutical companies in Goa to adopt effective training and development and performance appraisal practices that would increase the job satisfaction of employees in these companies and the areas for further research.

### **3.11 DATA COLLECTION INSTRUMENT**

Primary data was collected using two questionnaires designed for this study **questionnaire. 1** was administered to the **HR Officials** in the large pharmaceutical companies while **questionnaire 2** was for the **Middle level Executives**. Questionnaire1. Was required to understand how both the HR practices (training and development & performance appraisal) are implemented in the large pharmaceutical companies i.e. to understand from the management point of view.

Questionnaire 1 is divided in to three parts. Part 1 consisted of employee profile, part 2 deals with training and development practices of large pharma companies while part 3 deals with performance appraisal practices of large pharma companies. Employee profile shall cover the aspects like the age, gender, Educational qualification, designation and work experience. part 2 included various questions like type of training provided , determination of training needs, basis for selection of employees for a training program, sourcing of an expert for the training program, measures taken for the effective implementation of the training programs, steps taken in order to ensure employees active participation in the training programs. There also a few yes/ no questions like does the company offer training and development programs to the employees, whether the company has training plan? Whether the employees have really benefited from the

training programs? And whether training programs have been able to improve the level of employee job satisfaction? Part 3 deals with details of the performance appraisal practices undertaken by the large pharma companies. This part includes aspects like initiative taken and administration of performance evaluation, its type, frequency, criteria for evaluation of employee performance, and its objectives. Some Yes/ No questions on performance appraisal include questions like whether employees are happy with the current appraisal system. Whether the performance appraisal system leads to enhancement in the level of employee job satisfaction?

**Questionnaire 2** consisted of 5 parts. Part1 consists of the employee profile. Part 2 deals with the training and development practices. Part3 deals with Job satisfaction outcomes of training and development, Part 4 deals with performance appraisal practices. Part 5 deals with Job satisfaction outcomes of Performance Appraisal Practices. In Part1 Employee profile covers various aspects like age, gender, educational qualification, work experience etc .Part 2 deals with the various scaled items on training and development practices in order to study the employee's perception on training and development on a 5 point likert scale ranging from strongly disagree. (1point) to strongly agree (5 points). It includes aspects like conduct of extensive training programs, training needs identification through a formal appraisal mechanism, systematic training plan in the organization, selection of employees for training and development based on the relevant training needs, induction training provides, faculty for the training programs, orientation before training, layout and physical environment of the training, learning, training policy in the company. Part 2 deals with Perception of Performance Appraisal Practices. This include scaled items like whether performance appraisal done regularly, it improves employee performance and strengthening our job skills, periodic orientation program conducted to give details of the appraisal system, performance measured in terms of quantifiable data, performance appraisal

system is growth oriented, employees provided performance based feedback and counseling, appraisal data used to make decisions like promotion, job rotation ,training compensation etc, proper assessment is done by the appraisal system, there is formal written self appraisal and appraisal helps interested appraiser and appraisee to have a clear understanding of each appraisee's job.

Part 3 deals with various scaled items on Job satisfaction outcomes of training and development practices. This includes aspects like satisfaction with the training opportunities, training as opportunity to learn and grow, improved decision making skills, encouragement to attend training, confidence in handling unexpected situations ,improved working relationship, satisfaction with quality of training available, sufficient job related training provided, challenging job given after training, training programs enhanced job satisfaction, Training helped in developing confidence in my job, new assignments given based on training.

Part 4: Job satisfaction outcomes of performance appraisal. This includes 11 scaled items like the following: Employees satisfaction with the appraisal system, management feedback on employees on performance and suggestions for improvements, Performance evaluation system encourages performance review discussions. Performance appraisal system has scope to correct biases of reporting officer through performance review process. Information provided by my supervisor satisfies me, performance appraisal enhances job satisfaction, Performance Appraisal raises moral of the employees,

The perception of the executives was assessed using Likert's five point rating scale ranging from strongly disagree. (1 point) to strongly agree (5 points).

Both the data collection instruments (questionnaire I and questionnaire II) are presented in Annexure I and II).

### **3.12 RESPONDENTS CONTACT METHOD**

The Respondents were of two types. 1) The HR Heads/ HR Officials and 2) Executives (Middle level Managers and Officers)

The HR officials were interviewed by the researcher in order to understand the implementation of the two HR practices Questionnaire 1 was used for this purpose. Thus personal Interview and observation method was used. Middle level Managers/ Executives were contacted by the researcher with the permission of the HR heads of the respective pharmaceutical companies. The respondents were administered questionnaire no.2 individually after explaining to them the purpose of the study. They were ready to fill up the scales only after the researcher assured confidentiality of their responses.

A total of 1000 scales were administered to the respondents of which 789 were received of these the fully completed scale was 700 while in the others some items were left out. The only completed scale (N=700) were selected for the analyses of the data in the research. The 700 usable responses represents 70 percent response rate.

### **3.13 DATA ANALYSIS TOOLS**

The primary data collected from the respondents with the help of Questionnaire 1 and Questionnaire 2. This data was processed on the computer by using Ms. Excel and Statistical Package used was SPSS 20.

The various tools used are as under:

- ❖ Description Statistics (Mean, Standard Deviation, Frequency, Minimum Values, Maximum Values)

- ❖ Factor Analysis (factor loadings)

Extraction Method: Principal Component Analysis, KMO – Kaiser Meyer Olkin

Measure of Sampling Adequacy and Bartlett t test of Spherical Value.

- ❖ Ordinary Least Square Regression (to test the relationship between the variables)

- ❖ Cronbach Alpha (to test the reliability)

- ❖ t test (comparison of dependent and independent variables)

- ❖ ANOVA (model significance)

- ❖ Pearson's Co-relation (relationship)

- ❖ Diagrams (HRD MODEL)

- **Mean** was used to obtain the average score of a range of scores and then used as a basis for comparison.

- **Standard deviation** indicates the degree of dispersion of the values around its mean  
Pearson's coefficient correlation is the statistical tool which measures and analysis the degree or extent to which two variables fluctuate with reference to each other. In this study, the two variables are demographic profile of respondents and perceptions on practices.

- **Pearson's coefficient** of correlation is used to check whether there is a significant relationship between demographic profile & employee perception.

- **T-test** is applied to determine whether means of two samples actually differ and whether this difference is significant or not. In this case it is being used to check whether there is a

significant difference imperceptions of employees on HR practices in Indian & MNC's pharma co's in Goa and job satisfaction outcomes of these practices.

The statistical results derived from the exercise have been interpreted through an intellectual exercise and conclusions are drawn accordingly. Hypotheses were tested and results were arrived at.

### **3.14 TERMS AND CONCEPTS USED**

- **HRD(Human resource development):-** Human Resource Development is a process of developing skills, competencies, knowledge and attitudes of people in an organization. The people become human resource only when they are competent to perform organizational activities.
- **Training and Development:-**

Training is an act of increasing the knowledge and skill of an employee for doing a particular job. It is concerned with developing a skill to a desired standard by instruction and practice. It aims at improving managerial performance by imparting knowledge, changing attitudes and increasing skills.

- **Performance Appraisal**

Performance Appraisal is a function of Human Resource Management which evaluates the employee knowledge; skills and his involvement towards the job allotted to him/her, which enables the employer to identify his/her weakness and accordingly train him/her to acquire the knowledge and skills. It also enables the employer to decide the structure of their salary and promotion.

- **Job Satisfaction**

Job satisfaction refers to pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. It can show how contented an individual is with his or her job and whether he or she likes the job or not.

- **Job Satisfaction Outcomes of Training and Development:**

Job satisfaction outcomes of training and development refers to the job satisfaction experienced by an individual as an outcome of the training and development function undertaken in the organization.

- **Job Satisfaction Outcomes of Performance Appraisal:**

Job satisfaction outcomes of performance appraisal refers to the job satisfaction experienced by an individual as an outcome of the performance appraisal function undertaken function undertaken in the organization.

- **Large Company**

A company which makes an investment of more than 10 crores in plant and machinery.

- **Multinational Company**

A multinational company is one that produces or sells goods or services in various countries.

- **Profile:** Description of a person or thing.

- **Pharmaceutical Industry**

The pharmaceutical industry has been defined as the one which develops produces and market drugs or pharmaceuticals licensed for use as medications. The pharmaceutical companies are allowed to deal in generic and /or brand medications and medical devices. They are subject to variety of laws and regulations regarding the patenting testing and ensuring safety and efficacy and marketing of drugs.

- **Perception:-**

Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Perception is not necessarily based on reality, but is merely a perspective from a particular individual view of a situation.



## CHAPTER IV

### DATA ANALYSIS AND TESTING OF HYPOTHESIS

#### **4.1.1 DESCRIPTIVE STATISTICS (Demographic profile)**

Demographic profile of the respondents includes Gender, Age, Education, Work Experience, Gender of the respondents' includes Male and Female .Age groups are less than 25, 25 to 30, 30 to 45, 45 to 55, and 55& above. Education includes Diploma, Graduates, Post-graduates and others. Work Experience includes less than 3 years, 3 to 10 years, 10 to 15 years, 15-20 years and more than 20 years. The total respondents interviewed were 700.The following tables indicate the details of the demographic profile of the respondents:

**Table No 3: Gender of the Respondents**

Gender	Indian Pharma Companies	Percentage	MNC Pharma Companies	Percentage	Total
Female	172	49.14	178	50.86	350
Male	178	50.86	172	49.14	350
Total	350	100	350	100	700

Source: Primary data

Sample of the study included 700 respondents, which comprises 10 percent of the Population of the study. In Indian and Multinational pharmaceutical companies the sample comprised of 350 respondents each. The above table indicates that in the total sample selected (N=700) for the study there were 350 male and 350 female employees. In the Indian Pharmaceutical companies of the sample studied (N=350) 178 i.e. 50.86 % were Male and 172 i.e. 49.14 were Female respondents while in Multinational Pharmaceutical Companies of the sample studied (N=350) Male respondents are 172 i.e.49.14 in number and Females are 178 50.86%.

**Table 4: Age group distribution**

Age Group	Indian	%	MNC	%	Total
less than 25	79	22.56	98	28	177
25 – 30	104	29.70	108	30.86	212
30 – 45	110	31.47	92	26.29	202
45 – 55	40	11.43	30	8.56	70
55 & above	17	4.84	22	6.29	39
Total	350	100	350	100	700

Source: primary data

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

**Table 5: Educational Qualification of Respondents**

Education	Indian	%	MNC	%	Total
Diploma	76	21.72	38	33.33	114
Graduation	148	42.28	153	51	301
Master degree	105	30	133	55.88	238
Doctorate	07	2	6	46.15	13
Others	14	4	20	58.82	34
Total	350	100	350	100	700

Source: primary data

The above table indicates the educational qualification of the respondents. In a selected sample of 700 respondents in twenty large pharmaceutical companies there were 114 Diploma holders of which 76 were from Indian pharmaceutical companies and 38 were from Multinational pharmaceutical companies. There were 301 graduates of which 148 were from Indian Pharmaceutical companies while 153 were from Multinational Pharmaceutical companies. There were 238 respondents with masters' degree of which 105 belonged to Indian and 133 belonged to Multinational companies respectively. In the last category i.e. others 14 were from Indian while 20 were from Multinational pharmaceutical companies.

**Table 6: Work Experience of the Respondents**

Work Experience	Indian	%	MNC	%	Total
Less than 3 years	75	21.43	112	32	187
3 – 10 years	135	38.57	143	40.86	278
10 – 15 years	92	26.29	54	15.43	146
15 – 20 years	38	10.86	19	5.43	57
More than 20 years	10	2.86	22	6.28	32
Total	350	100	350	100	700

Source: primary data

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

#### **4.1.2 DESCRIPTIVE STATISTICS (HR practices and Job satisfaction**

##### **Outcomes)**

The following tables indicate the descriptive statistics for the four parameters selected to study

The two HR practices (Training and Development & Performance Appraisal Practices) and their Job satisfaction outcomes.

- Perception of training and development practices

- Perception of Performance appraisal Practices
- Perception of Job satisfaction outcomes of training and development
- Perception of Job satisfaction outcomes of Performance appraisals

**Table 7: Segment 1: Perception of Training and Development practices**

Sr no	Scale items	N	Minimum	Maximum	Mean	Std. Deviation
1	Our organization conducts extensive training programmes in all aspects.	700	1	5	3.46	1.332
2	Training needs are identified through a formal performance appraisal Mechanism.	700	1	5	3.35	1.233
3	There is a systematic training plan in my organization	700	1	5	3.52	1.248
4	Employees are selected for training and development on the basis of relevant training needs	700	1	5	3.39	1.270
5	Induction training provides an excellent opportunity for new comers to learn comprehensively about the organization	700	1	5	3.49	1.333
6	Training programs are handled by competent faculty.	700	1	5	3.46	1.295
7	Training objectives and content is adequately explained to the trainees much ahead of the training programs	700	1	5	3.41	1.332
8	Layout and physical environment of the training location is suitable for effective learning	700	1	5	3.46	1.288
9	Quality. of company training program in this organization is excellent	700	1	5	3.39	1.329
10	There is a well designed and widely shared training policy in the company.	700	1	5	3.37	1.339

Source: primary data

**Table : 8 Segment 2: Perception of Performance Appraisal practices**

Sr no	Scale items	N	Minimum	Maximum	Mean	Std. Deviation
1	Our organization appraises the performance of its employees at regular intervals	700	1	5	3.36	1.343
2	Performance appraisal aims at improving employee performance and strengthening our job skills	700	1	5	3.32	1.377
3	Periodic orientation programs are conducted to explain the objectives and other details of the appraisal system	700	1	5	3.34	2.368
4	Performance is measured on the basis of objective quantifiable data	700	1	5	3.29	1.331
5	Performance Appraisal system is growth and development oriented	700	1	5	3.35	1.335
6	Employees are provided performance based feedback and counselling	700	1	5	3.26	1.326
7	Appraisal data is used for making decisions like promotion, job rotation, training, compensation etc	700	1	5	3.29	1.346
8	Appraisal system gives proper assessment of employee's contribution to the organization.	700	1	5	3.29	1.348
9	There is a formal and written self appraisal	700	1	5	3.35	1.378
10	Appraisal helps interested appraiser and appraise to have a clear understanding of each appraise's Job.	700	0	5	3.28	1.342

Source: primary data

**Table 9: Segment 3: Job Satisfaction Outcomes of Training and Development**

Sr no	Scale Items	N	Minimum	Maximum	Mean	Std. Deviation
1	I am satisfied with my training opportunities	700	0	5	3.38	1.298
2	Training gives me opportunity to learn and grow	700	1	5	3.40	1.330
3	Training programs have improved my decision making skills	700	1	5	3.33	1.337
4	Employees are encouraged and sponsored to attend seminars and workshops	700	1	5	3.30	1.320
5	I feel better equipped to tackle unexpected events with skill and confidence	700	1	5	3.31	1.332
6	working relationship between my colleagues in other departments have improved	700	1	5	3.37	1.334
7	I am satisfied with the quality of training programs available to me in my organizations	700	1	5	3.32	1.347
8	My company has provided me sufficient job related training	700	1	5	3.32	1.357
9	Adequate time is provided for employees returning from training to reflect and plan improvements	700	1	5	3.28	1.342
10	I have often been given additional challenging jobs after the training programs.	700	1	5	3.30	1.324
11	Programs have played a very important role in enhancing my job satisfaction	700	1	5	3.30	1.354
12	Training and Development helps in developing confidence in my job	700	1	5	3.35	1.320
13	Employees who use their training are given new assignments.	700	1	5	3.23	1.348

Source: primary data

**Table 10: Segment 4: Job Satisfaction outcomes of Performance appraisal**

Sr no	Scale Items	N	Mini mum	Maxi mum	Mean	Std. Deviati on
1	Employees are satisfied with the performance appraisal system	700	0	5	3.22	1.324
2	Management periodically provides feedback on the good and the bad aspects of o an employee's work and where he or she must improve by way of performance appraisal	700	1	5	3.29	1.328
3	The appraisal system encourages open communication between each appraiser appraise pair through performance review discussions	700	1	5	3.24	1.339
4	The appraisal system has a scope for correcting biases of the reporting officer through performance review process	700	1	5	3.23	1.342
5	I am satisfied with the information I receive from my supervisors about my performance	700	1	5	3.20	1.331
6	Performance appraisal system plays an important role towards enhancing my job satisfaction	700	1	5	3.28	1.320
7	Performance appraisal has a strong influence on individual and team behaviour and raises the morale of the employees.	700	0	5	3.30	1.304
8	Performance appraisal system encourages career growth and also enhances the chances of promotion.	700	1	5	3.30	1.345
9	The appraisal data is used by HR Department for recognition and encouragement of high performers and desirable behaviour.	700	1	5	3.31	1.317
10	The HR dept actively reviews each appraisal and discusses them with the line managers.	700	1	5	3.29	1.335
11	Performance appraisal motivates me and to complete the job in time in efficient manner.	700	1	5	3.28	1.351
	Valid N (listwise)	700				

Source: primary data



## **4.2 RESPONDENT'S OPINION ABOUT VARIOUS HR PRACTICES AND ITS JOB SATISFACTION OUTCOMES**

**Table 11: Training and Development Practices**

<b>S. No</b>	<b>Questions</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
1	Our organization conducts extensive training programs for its employees in all aspects.	8.43	22.43	12.14	28.57	28.43	100
2	Training needs are identified through a formal performance appraisal mechanism.	8.00	22.14	14.57	37.00	18.29	100
3	Training needs identified are realistic useful and based on The business strategy of the organization.	5.29	23.14	12.14	33.14	26.29	100
4	Employees are selected for undergoing training and development on the basis of relevant training needs.	10.14	20.00	8.29	43.43	18.14	100
5	Induction training provides an excellent opportunity for new comers to learn comprehensively about this organization.	9.57	21.00	6.71	36.14	26.57	100
6	Training programs are handled by competent faculty.	9.00	21.29	7.57	39.14	23.00	100
7	Training objectives and content is adequately explained to the trainees much ahead of the training programs.	11.43	19.57	8.14	38.29	22.57	100
8	Layout and physical environment of the training location is suitable for effective learning.	9.71	19.57	7.29	41.71	21.71	100
9	Quality of company training program in this organization is excellent.	10.43	22.14	8.00	36.57	22.86	100
10	There is a well-designed and widely shared training policy in the company	11.00	21.71	9.71	34.43	23.14	100

Source: primary data

**Table 12: Performance Appraisal Practices**

S. No	Questions	SD	D	N	A	SA	Total
1	Our organization appraises the performance of its employees at regular intervals	10.86	23.71	6.71	36.43	22.29	100
2	Performance Appraisal aims at improving employee performance and strengthening our job skills	13.57	21.00	7.86	35.43	22.14	100
3	Periodic orientation programs are conducted to explain the objectives and other details of the appraisal system	11.57	24.86	8.86	34.86	19.86	100
4	Performance is measured on the basis of objective quantifiable data	11.59	23.75	8.73	36.19	19.74	100
5	Performance Appraisal system is growth and development oriented.	10.71	23.29	8.14	35.71	22.14	100
6	Employees are provided performance based feedback and counselling.	12.43	22.57	9.86	36.86	18.29	100
7	Appraisal data is used for making decisions like job rotation, training, compensation, promotion, etc.	11.71	24.14	8.43	34.86	20.86	100
8	Performance Appraisal system gives proper assessment of employees contribution to the organization.	12.29	23.29	8.00	36.14	20.29	100
9	There is a formal and written self-appraisal.	12.43	22.57	6.29	35.14	23.57	100
10	Performance Appraisal helps interested appraiser and appraisee to have a clear understanding of each appraiser's job	12.16	23.46	6.87	38.48	19.03	100

Source: primary data

**Table: 13 Job Satisfaction Outcomes of Training and Development Practices**

S. No	Questions	SD	D	N	A	SA	Total
1	My company invests in employees through training and development	9.16	23.18	8.58	38.20	20.89	100
2	Training gives me opportunity to learn and grow	10.29	22.86	6.57	37.57	22.71	100
3	Training programs have improved my decision making skills	11.43	22.86	7.71	37.00	21.00	100
4	I am satisfied with my training opportunities	10.86	24.86	7.00	38.14	19.14	100
5	I feel better equipped to tackle unexpected events with skill and confidence	12.57	20.71	9.71	37.43	19.57	100
6	My working relationship between my colleagues in other departments has improved	11.14	21.86	8.29	36.71	22.00	100
7	I am satisfied with the quality of training programs available to me in the organization	12.86	20.29	9.71	36.29	20.86	100
8	My company has provided me sufficient job related training	12.14	22.86	7.57	35.71	21.71	100
9	Adequate time is provided for employees returning from training to reflect and plan improvements	12.43	22.00	10.71	34.43	20.43	100
10	In the positions that I have held in my company have often been given additional challenge after the training program	10.71	24.29	10.29	34.00	20.71	100
11	Training programs have played a very important role in enhancing my job satisfaction	13.43	20.29	9.43	36.43	20.43	100
12	Training and Development helps in developing confidence in my job	10.86	22.71	7.14	39.00	20.29	100
13	Employees who use their training are given preference for new assignments	14.29	21.14	10.29	36.29	18.00	100

Source: primary data

**Table 14: Job Satisfaction Outcomes of Performance Appraisal Practices**

S. No		SD	D	N	A	SA	Total
1	Do you think Performance Appraisal System followed in your organization provide job satisfaction.	11.73	24.75	10.87	34.48	18.17	100
2	Employees are satisfied with the Performance Appraisal System	10.57	25.43	9.57	33.71	20.71	100
3	The Management periodically provides feedback on the good and bad aspects of an employees' work and where he/she must improve by way of Performance Appraisal	11.57	26.57	6.71	36.14	19.00	100
4	The Performance Appraisal System encourages open communication between each appraiser appraise pair through performance review discussions	11.57	26.43	8.86	33.29	19.86	100
5	The Appraisal System has a scope for correcting the biases of the reporting officer through a review process	12.71	25.14	8.14	37.00	17.00	100
6	I am satisfied by the information I receive from my supervisors about my performance.	11.29	24.43	7.86	37.86	18.57	100
7	Performance Appraisal plays an important role towards enhancing my job satisfaction.	10.30	24.61	8.01	38.91	18.17	100
8	Performance Appraisal system has a strong influence on individual and team behavior and raises morale of the employees	11.57	24.43	6.71	36.71	20.57	100
9	Performance Appraisal System encourages career growth and also enhances the chances of promotion	9.43	27.14	6.57	36.43	20.43	100
10	The Appraisal data is used by the HR dept for recognition and encouragement of high performers and desirable behavior	10.43	26.71	7.43	34.71	20.71	100
11	The HR Department actively reviews each appraisal and discusses them with the line managers	11.86	25.29	5.86	36.86	20.14	100

Source: primary data

## 4.3

**VALIDITY AND RELIABILITY RESULTS****Table 15 Segment 1: Factor Analysis - Training and Development Practices**

Sr no	Variables	Factor loading	KMO	Bratlet's t test of sphericity p-value	Total Variance explained	Cronbach's Alpha
.	Training and development practices		0.961	P<0.01	79.049	0.97
1.	Our organization conducts extensive training programs in all aspects.	0.791				
2.	Training needs are identified through a formal performance appraisal Mechanism.	0.872				
3	There is a systematic training plan in my organization	0.906				
4	Employees are selected for training and development on the basis of relevant training needs	0.905				
5	Induction training provides an excellent opportunity for new comers to learn comprehensively about the organization	0.904				
6	Training programs are handled by competent faculty.	0.902				
7	Training objectives and content is adequately explained to the trainees much ahead of the training programs	0.906				
8	Layout and physical environment of the training location is suitable for effective learning	0.902				
9	The company training programe in this organization is excellent	0.899				
10	There is a well designed and widely shared training policy in the company.	0.898				

Source: primary data

**Table 16: Segment 2: Factor Analysis- Performance Appraisal Practices**

Sr no	Variables	Factor loading	KMO	Bartlett's test of sphericity p-value	Total Variance explained	Cronbach's Alpha
.	<b><i>Performance Appraisal Practices</i></b>		.946	P<0.01	80.965.	0.96
1.	1.Our organization appraises the performance of its employees at regular intervals	0.907				
2.	2. Performance appraisal aims at improving employee performance and strengthening our job skills	0.930				
3	3. Periodic orientation programs are conducted to explain the objectives and other details of the appraisal system	0.593				
4	4. Performance is measured on the basis of objective quantifiable data	0.932				
5	5. Performance Appraisal system is growth and development oriented	0.933				
6	6. Employees are provided performance based feedback and counseling	0.936				
7	7. Appraisal data is used for making decisions like promotion, job rotation, training, compensation etc	0.928				
8	Appraisal system gives proper assessment of employees' contribution to the organization.	0.937				
9	9. There is a formal and written self appraisal	0.930				
10	10. Appraisal helps interested appraiser and appraisee to have a clear understanding of each appraisee's Job.	0.916				

Source: primary data

**Table 17 Segment 3: Factor Analysis- Job satisfaction outcomes of Training &Development**

Sr no	Variables	Factor loading	KMO	Bratlet's t test of sphericity p-value	Total Variance explained	Cronbach's Alpha
.	Job satisfaction Outcomes of Training and development practices		.972	P<0.01	84.480	.985
1.	I am satisfied with my training opportunities	.908				
2.	Training gives me opportunity to learn and grow	.915				
3	Training programs have improved my decision making skills	.912				
4	I am satisfied with my training opportunities	.929				
5	I feel better equipped to tackle unexpected events with skill and confidence	.928				
6	working relationship between my colleagues in other departments have improved	.935				
7	I am satisfied with the quality of available to me in my organizations	.927				
8	My company has provided me sufficient job related training	.916				
9	Adequate time is provided for employees returning from training to reflect and plan improvements	.915				
10	I have often been given additional challenging jobs after the training programs.	.916				
11	Programs have played a very important role in enhancing my job satisfaction	.919				
12	Training and Development helps in developing confidence in my job	.920				
13	Employees who use their training are given new assignments.	.908				

Source: primary data

**Table 18: Segment 4: Factor Analysis- Job satisfaction outcomes of performance appraisal**

Sr no	Variables	Factor loading	KMO	Bratlet's t test of sphericity p-value	Total Variance explained	Cronbach's Alpha
.	Job satisfaction outcomes of performance appraisal		.963	P<0.01	87.404	.986
1	Employees are satisfied with the performance appraisal system	.912				
2	Management periodically provides feedback on the good and the bad aspects of an employee's work and where he or she must improve by way of performance appraisal	.927				
3	The appraisal system encourages open communication between each appraiser appraisee pair through performance review discussions	.933				
4	The appraisal system has a scope for correcting biases of the reporting officer through performance review process	.930				
5	I am satisfied with the information I receive from my supervisors about my performance	.941				
6	Performance appraisal system plays an important role towards enhancing my job satisfaction	.938				
7	Performance appraisal has a strong influence on individual and team behaviour and raises the morale of the employees.	.945				
8	Performance appraisal system encourages career growth and also enhances the chances of promotion.	.940				
9	The appraisal data is used by HR Department for recognition and encouragement of high performers and desirable behaviour.	.949				
10	The HR dept actively reviews each appraisal and discusses them with the line managers.	.930				
11	Performance appraisal system motivates me to complete the job in time in an efficient manner.	.940				

Source: primary data



**Table 19: TABLE SHOWING CRONBACH ALPHA:**

Sr No	Segment	Cronbach alpha
1	Perception of Training and Development practices (TDP)	0.97
2	Perception of performance Appraisal practices	0.985
3	Job satisfaction outcomes of Training and Development	0.96
4	Job satisfaction out comes of performance Appraisal	.986

Source: primary data

#### **4.4. INFERENCE STATISTICS**

##### **Variables Used:**

➤ **Independent Variables** :Demographic profiles:

- Gender,
- Age
- Educational Qualification
- Work experience

➤ **Dependent variables**

- Employee Perception of Training and Development Practices
- Employee Perception of Performance Appraisal Practices
- Employee Perception of Job satisfaction outcomes of Training and Development
- Employee perception of Job satisfaction outcomes of Performance Appraisal

➤ **TOOLS USED**

- Descriptive statistics( Mean, standard deviation, frequency, minimum values and maximum values)
- Factor Analysis( factor loadings)
- OLS Regression (Ordinary least square Regression method) - to test the relationships between the variables
- Cron bach Alpha( to test the reliability)
- T test( comparison of dependent and independent variables)
- ANOVA(model significance)
- Pearson's correlation coefficient ( To study the degree or the extent to which two variables fluctuate with reference to each other)

***Statistical Package used for analyzing the data is SPSS 20***

## **4.5 ANALYSIS OF DATA AND TESTING OF HYPOTHESIS**

### **OBJECTIVE 1: TO STUDY THE TRAINING & DEVELOPMENT AND PERFORMANCE APPRAISAL PRACTICES IN LARGE INDIAN AND MULTINATIONAL PHARMACEUTICAL COMPANIES IN GOA.**

In order to fulfill this objective a structured questionnaire (questionnaire no 1.) was administered to the HR officials of the 20 selected Pharmaceutical companies in Goa, of which 11 were Indian and 9 were MNC's. The questionnaire was analyzed using content analysis technique and the results were as shown below

#### **4.5.1 TRAINING AND DEVELOPMENT AND PERFORMANCE APPRAISAL**

##### **PRACTICES - MANAGER'S SURVEY**

##### **(ANALYSIS OF QUESTIONNAIRE 1)**

#### **TRAINING AND DEVELOPMENT PRACTICES IN SELECT LARGE PHARMA COMPANIES IN GOA**

The study has made an attempt to examine the training and development and performance appraisal practices in 20 large pharmaceutical companies operating in Goa. The Training Practices of large pharmaceutical companies were studied in terms of the various aspects like the structure of the training department, induction training provided to the new recruit, assessment of training needs, types of training provided to the employees, number of training man days allotted, method of training followed, criteria for selection of employees for training, basis for identification of training needs (training need identification), effectiveness of training and development programs,

steps taken to ensure active participation during the training programs. Source from which to get experts to conduct training programs.

Of the 20 large pharmaceutical companies, eleven are Indian and nine are Multinationals. An attempt is made to see whether there is any difference with respect to the training and development practices between Indian and MNCs .Questionnaire no 1 was administered to the HR officials in order to collect the data on implementation of the two HR practices i.e. Training and Development and Performance Appraisal practices

## **RESULTS AND FINDINGS**

### **A) Training Department**

It was observed that various organizations had their own training set up in the organizational hierarchy. (Training structure original setup).

**Table 20: Training structure set up**

Sr. No.	Training Structure	No. of Organizations	Type	%
1	As an integral part of HR department	3	Indian	15%
2	As a independent department	9	MNCs	45%
3	As an integral part of operations dept.	8	Indian	40

Source: primary data

As shown in the above table we can see that training wing is an integral part of the HR department in 15% of the organization while 45% of the organizations has independent training department and 40% of the organizations have established their training structure as a wing of

operations department. It can be noted that all MNCs have an independent department for training and development while all Indian companies do not have an independent department for the same.

**B) Training Budget**

Training budget can be considered as one of indicators for employer's commitment towards training. However during the study when an attempt was made to collect data regarding the training budget, only 6 companies responded and remaining 14 refused to disclose the same as it was mentioned to be confidential information not to be disclosed. Of the figures disclosed about the training budget for (2014-2015) ranged from 5 lakhs to 500 lakhs thus the average training budget was 50 lakhs in Indian Rupees.

**C) Training plan**

A training calendar or a training plan is the basis to prepare a training budget. It was observed that all 20 companies prepare a training plan or a training calendar so that training programs can be systematically conducted as per the schedule. It is the HR Department who is assigned this function however in 6 out of the 9 MNCs studied they have L & D department a wing of HR department, which shall look after the entire training functions including the training plan while for the others HR development will prepare the training plan after getting the requisition from all the departments for training.

**D) Training Days**

Every organization has prescribed training days for different cadres of employees mentioned in the training policy document. All the HR departments responded to this question. It was observed that MNC's had training days for executives ranging from 6 to

8 days per person per employee per year while in Indian companies executives had training days ranging from 3 to 6 days per employee per year. The average training days calculated for organizations under study is 5 days.

**E) Induction Training**

Induction training is provided to the new recruits in order to develop a positive attitude towards the organization and its work culture. The time spent on induction programs shows how much the organization values the new employees. It was observed that all organizations offer orientation training to its employees with a minimum of one day to 15 days. Out of the 11 Indian companies four provides induction for one day another four provide induction for two days and the remaining three conduct induction for 4 days each. Two MNC's have induction sessions for 15 days, three have induction for 7 days and the remaining four have induction for 3 days each. Induction is the responsibility of the Human Resource Department however in some of the Indian Companies the quality control and quality Assurance department takes over this task as they do not have a separate training department.

**F) Training Needs Assessment**

The first step in the training process is training needs assessment. Every training department of the organization is required to do training need assessment in order to understand the training requirements of its employee's .Companies may use various techniques in order to do training need identification.. This study made an attempt to find out different techniques used by the selected pharma companies for assessing training needs of employees in the organizations.

**Table 21: Methods of Training Need Assessment**

Sr. no.	Methods	No. of organization	Type	Percentage
1.	Performance Analysis	18	MNC's	90%
2.	Sorting of training needs wants	7	Indian	35%
3.	Target population analysis	6	MNC's	30%
4.	Task analysis	5	Indian	25%
5.	Business goals	10	MNC's	50%

Source: primary data

Training need identification is the first step in the Training and development process. Every organization has to identify the training needs so as to overcome the gap or deficiency that exist between the current state and desired state. Training Need identification is done periodically by the training department of every organization to assess training needs using different methods. As presented in table 3, the organization all together use five different techniques to do so. Most of them use more than one technique to identify the training needs. However 90% of the organizations use performance, Analysis to assess training needs. This is followed by Business goals 50% training needs are decided based on the new products, new technology and new assignments to the undertake sorting of training needs and wants is considered as a criteria for need assessment in 35% organizations 30% organization consider target population analysis while 25% use Task analysis as a source to assess training needs.

## **G) Types of training**

A pharmaceutical company general conducts two types of training.

- a) Behavioural
- b) Technical

Behavioural training includes soft skills, leadership, team building, discipline inter personal skills, dependability, attendance, attitude, quality of work initiative is doing a work etc., while technical training would include Health and safety, standard operating procedures and good manufacturing practices. For the executive level 80% of behavioural and 20% technical training shall be provided while for non executive level it will be reverse. It was observed that SOP's are given to the employees during the induction program itself and they are tested on these SOP's .They include issues like Gate procedures, firefighting and evacuation plan, gowning and de gowning, etc. They have to clear the exam with 100% marks otherwise they have to re answer the exam. Behavioural training is generally provided by the external trainer while SOP's and CGMP are generally conducted by internal trainers. There is a train the trainer program in some companies where the internal people are trained to train the other co employees.

Three MNC's revealed that they have online training modules uploaded at the beginning of the year so that an individual can undergo training based on his convenience and answer the questionnaires given at the end. Employees will be evaluated based the scores. Employees are sometimes given need based training which may be needed during the year to complete new project. One of the MNC made a mention of global training program which would include code of conduct, ethical



business practices, foreign corrupt practices Act. (FCPA), However issues like administration leave rules technical machinery operations are site specific so customized.

## H) **Nomination to training programs**

Information was collected from the respondent companies as to how they nominate employees for training programs. Most of the companies have given more than one responses to this question. As indicated in table 5, 85% of the companies select employees department wise for training while 60% of the companies select employees Batch wise. 15% of the companies select top 10 rated employees to groom them for career advancement to fill up higher jobs and least 10 rated employees. Are selected by 15% of the companies for special training sessions. So as to bring them to the level of other employees, these are the slow learners.

**Table 22: Criteria for Nomination to training Program**

Sr. No.	Criteria	No. of organization			Percentage
		Indian	MNC	Total	
1	Top 10 rated employees in the performance	1	2	3	15%
2	Least 10 rated employees in the performance	2	1	3	15%
3	Batch wise training will be provided	5	7	12	60%
4	Department wise	10	7	17	85%

Source: primary data

## I) Measures ensuring effectiveness of training programs

It is necessary for every organization to ensure that the training programs are conducted effectively and the employee benefits from these training programs. Most companies have taken various measures to ensure that these training programs are imparted in an effective manner. An attempt was made to understand how the respondent companies evaluate the effectiveness of training programs. Table 6 indicates that 95% of the companies use feedback forms as a measure to evaluate the training effectiveness, 30% of the companies use pre and post tests, 40% of the respondent Co's measure improved job performance of employees after the training programs as a measure to understand training effectiveness while 45% uses enhanced productivity of the company after training and 5% calculate employee turnover rate before & after training as a measure to study the training effectiveness..

**Table 23: Measures to Evaluate Training Effectiveness in the Companies**

Sr. No.	Measure	MNC	Indian	Total	Percentage
1	Feedback forms are used to understand employee reactions	8	11	19	95%
2	Pre-test and post tests are used and results compared	5	1	06	30%
3	The improved job performance of the employee measured.	5	3	08	40%
4	The enhanced productivity of the company will be measured.	3	6	09	45%
5	Employee turnover rate calculated before and after training	0	01	01	5%

Source: Primary data

## **J) Active participation in training program**

It is essential that the participants (employees) take active part during the training sessions so as to get the best out of it. Training program should not be attended only out of compulsion but with a desire to update one's knowledge and skills and enhance the competencies. The respondent companies were asked as to how they ensure active participation of their employees during the training sessions. It is revealed from table no 6 that most of respondent companies use more than one measures to ensure active employee participation in the training programs 75% clearly define the vision of training program. So that the employee comes with a positive attitude to learn 65% said that proper arrangements are made at the training centre while 70% of the companies ensure interaction between the trainer and the trainee during the training sessions. So that all doubts are clarified 55% said Active Participation in Training Programs 75% clearly defines the vision of training program. So that the employee comes with a positive attitude to learn, 65% said that proper arrangements are made at the training centre while 70% of the companies ensure interaction between the trainer and the trainee during the training sessions. So that all doubts are clarified 55% said generating trust & creating a supportive environment to the employees, 10% Providing promotions and appraisals and any other benefits after the training programs and 5% ensured implementation of incentive plans.

**Table 24: Measures to ensure active participation during the training Programs**

Sr. No.	Items	MNC	Indian	Total	Percentage
1	Clearly define vision of training program	8	7	15	75%
2	Proper arrangement at the training centre	6	7	13	65%
3	Interaction between trainees & trainers	6	8	14	70%
4	Providing promotions and appraisals and any other benefits after the training programs	1	1	02	10%
5	Implementation of incentive plans	0	1	1	5%
6	Generating trust & creating a supportive environment to the employees	5	6	11	55%

Source: Primary data

## **CONCLUSIONS**

In the above perspective, an attempt is made here to draw some conclusions from the analysis. However the sample size of the present study is only 20 large pharmaceutical companies. So the conclusions drawn on the basis of limited sample size of the present study which cannot be generalized for other sectors. This study has identified certain training practices in large pharmaceutical companies operating in Goa.

It is indicated that training function is assigned to a separate department especially in MNC's while a few Indian companies assign this function to the HR Department. The average training days are five per employee per year considering both the Indian and MNC's taken together. Induction training is provided in every company to its new recruit which ranges from 5 to 15 days in MNC to one day to 8 days in Indian companies which is the responsibility of HR department however in few Indian companies this function is assigned to QC and QA department performance analysis is considered as an important

criteria to identify the training needs of the organization. The analysis with respect to training nomination reveal that the criteria for nomination ranges from top 10 rated employees to department wise training. However most of the companies nominate employees batch wise or department wise instead of top 10 rated employees or least 10 rated employee. Feedback forms are used as tools in order to know the effectiveness of training programs. In order to ensure Active participation of employees during the training sessions participation of employees during the training sessions different steps are taken by the training department ranging from providing a clear vision of the training program to making proper arrangements at the training centre.

## **PERFORMANCE APPRAISAL PRACTICES IN LARGE**

### **PHARMACEUTICAL COMPANIES IN GOA.**

Performance Appraisal is a systematic way of judging the relative worth of an employee in performing his/her tasks. It enables employees to assess the knowledge skill and involvement of an employee towards the job assigned to him and accordingly decides upon salary structure and promotion. If a employee is shows poor performance or if his performance is not up to the mark necessary training may be provided to acquire the necessary knowledge and skills. The good performers shall be rewarded or promoted to the higher posts.

In the present study an attempt was made to assess the Performance Appraisal practices in eleven Indian & nine MNC Pharmaceutical Companies operating in Goa. The study has made an attempt to assess performance appraisal practices in terms of various parameters like who initiates performance appraisal, various parameters used to assess performance,

what kind of system followed, periodicity, administration decisions taken on P.A., with whom to raise the query on performance appraisal report, reward to good performers, efforts to deal with poor performance and also criteria used to set the standards of employees performance.

### **A) Performance Appraisal system**

The study revealed that there is a formal appraisal system in all large pharmaceutical company selected for this study. Out of the 9 multinational companies 8 companies have online appraisals for executives. One company is in the process of going for online appraisals. Out of 11 Indian companies 5 are already having online appraisal system while the rest have formats or manual appraisal system

**Table 25: Type of performance Appraisal system**

Sr. No.	Type	Indian	MNC	Total	Percentage
1.	Online	5	8	13	65%
2.	Format / manual	6	1	7	35%

Source: Primary data

Table no.8 indicates that 65% respondent companies use format/ manual system for performance appraisal while 35% do their appraisals online.

### **B) Who initiates performance Appraisal?**

Performance appraisal is a function of Human Resource which is initiated by the HRD department in most of the companies. As observed in table no.9, In 75% of the respondent companies it is the HRD department who takes up the initiative for performance appraisal exercise, in 10% of the respondent companies it is the

immediate supervisor and next level supervisor along with immediate supervisor does performance appraisal in 15% of the respondent companies.

**Table 26 Initiative for Performance Appraisals**

Sr. no.	Initiator	Types of companies			Percentage
		Indian	MNC	Total	
1	Immediate supervisor	2	-	2	10%
2	Next level supervisor along with immediate supervisor	3	-	3	15%
3	HRD dept.	6	9	15	75%

Source: Primary data

### **C) Parameters To Assess Performance**

Every organization uses certain parameters for assessing the employee's performance. Most of the respondent MNC companies use KRA i.e. key result areas as criteria to evaluate employee's performance. Some companies refer to them as SMART objectives. These KRA's are set by the superior in consultation with the subordinates, they are uploaded online and then freezed and after six month employees shall update the achievements online, the appraiser them gives the feedback and rating shall be given to the appraiser may be as O/S, Excellent V. Good, Good & moderate. Doubts if any shall be raised online by the appraisee. There shall be a moderator who will help in setting the issue. Once everything is settled letters of increments shall be issued to the concerned employee. In Indian companies performance appraisals are done manually, an appraisal format is given to the appraisee which consist of self appraisal and appraisal by the

superior. Most of the respondent companies use more than one criterion while assessing employee performance.

**Table 27: Parameters to assess performance**

Sr. No.	Parameters	Types of Companies			Percentage
		Indian	MNC	Total	
1.	Targets accomplished (KRA's)	8	9	17	85%
2.	Efficiency level	8	6	14	70%
3.	No. of years of service	5	5	10	50%
4.	Absenteeism	6	5	11	55%
5.	Productivity	8	8	16	80%
6.	Number of complaints	7	6	13	65%

Source: primary data

As indicated in the above table it is observed that 85% of the respondent companies use KRA's (key result areas) as a criterion for evaluating employee performance 80% of the respondent companies use productivity while 70% of the respondent companies consider efficiency level while evaluating employee performance. Number of complaints by customers has been used as a parameter for evaluation by 65% respondent companies, Absenteeism by 55% and number of years of service by 50% respondents companies while assessing employee performance.

#### **D) Periodicity of Performance Appraisal:**

Performance Appraisal is conducted for employees annually by most of the respondent companies. As it is revealed from the table no 11 that in 65% of the respondent



performance appraisal is done annually, 20% of them do it six monthly while 15% of them do performance appraisal quarterly.

**Table 28: Periodicity of Performance Appraisal**

Sr. No.	Frequency	Types of company			Percentage
		Indian	MNC	Total	
1.	Once	8	5	13	65%
2.	Twice	2	2	4	20%
3.	Quarterly	1	2	3	15%

Source: Primary data

### **E) Methods of Performance Appraisal**

The study found that the different respondent companies use different methods of performance appraisal. Table 12 indicates that 30% of the Respondent Companies use MBO (Management By objectives), 40% use confidential report, and another 30% use 360 degree appraisal method.

**Table 29: Methods of Performance Appraisal**

Sr. No.	Methods	Respondent			Percentage
		Indian	MNC	Total	
1.	Confidential Report	8	-	8	40%
2.	MBO	-	6	6	30%
3.	360°	3	3	6	30%

Source: Primary data

## F) Purpose of Conducting Appraisal

Performance Appraisal is basically conducted to assess an employee's performance on a give job so as to know how well an individual fulfills the jobs demands and also his potential for development. However there are multiple objectives of performance appraisal function. Table no 13 indicates that 95% of the respondent companies conduct performance appraisal exercise for identifying the gap between desired and actual performance while 90% of them use appraisals to assess the training needs and another 90% for making decisions about the employee's promotions. Only 45% of them do appraisals for the purpose of job enhancement.

**Table 30: Objectives/ Purposes of P.A.**

Sr. No.	Reasons	Indian	MNC	Total	Percentage
1.	Identify gaps in desired and actual performance	10	9	19	95%
2.	For training needs assessment	9	9	18	90%
3.	Compensation/ salary decisions	3	9	12	60%
4.	Promotions	10	8	18	90%
5.	Job enrichment	3	6	9	45%

Source: Primary data

## G) Action taken for unfavorable appraisal report

Appraisal reports need not be always favorable or positive where an employee is praised or given promotion or an increment letter. Often the appraisals are unfavorable or negative. Such unfavorable appraisals are handled in different ways in different companies as per their policy

decisions. The table no 14 below indicates that 60% of the respondent companies use counseling and coaching in order to handle employees whose shows poor performance. It happens mostly in Multinational companies where the Superior meets such subordinate on one to one basis in order to understand the reason for such poor performance and if required arrange appropriate training in order update his skills 25% of the respondent companies issue warning letter to poor performers while 10% withhold annual increment and 5% arrange suitable training to the slow learners or poor performers.

**Table 31: Action towards unfavorable Appraisal Reports.**

Sr. No.	Action taken	Indian	MNC	Total	Percentage
1	Issue of warning letter	4	1	5	25%
2	Withholding annual increment	2	0	2	10%
3	Counseling and coaching	5	7	12	60%
4	Arrange suitable training to given to him	0	1	1	5%

Source: Primary data

## **H) Reward to Good Performer**

Every organization is happy to reward its good performance however different organizations do it differently. As mentioned in the table below all the respondent companies issue appreciation letters to the good performers 55% of them gives special increments and 45% give higher responsibility to such employees.

**Table 32: Rewards for higher performance**

Sr. No.	Reward to the good performance	Indian	MNC	Total	Percentage
1	Appreciation letter	11	9	20	100%
2	Up gradation or higher responsibility	8	1	9	45%
3	Special increment	3	8	11	55%

Source: primary data

**Conclusion:** In this study an attempt has been made to assess the performance appraisal system in Indian and Multinational Pharma Companies operating in Goa. However the sample size of the present study is restricted to only 20 large pharma companies. So the conclusions drawn on the basis of limited sample size of the present study cannot be generalized for the entire country. The study has identified certain performance appraisal practices in 20 large pharmaceutical companies operating in Goa. It is indicated that most of the MNC's as well as Indian companies have online appraisal system for its executives while a few Indian companies have formats with the help of which performance appraisal is done manually. In majority of the respondent companies it is the HRD department which taken initiative for performance appraisal function especially in MNC's. KRA's i.e. key Result areas are the main parameters against which employee pe performance shall be evaluated. Performance Appraisal is done on yearly basis by most respondent companies while a few do it six monthly or quarterly.

MBO and 360 degree appraisal are the two methods followed by most of the MNC's while Indian companies mostly use the traditional appraisal method called confidential report. We can observe that the main objective for performance appraiser is to identify the gaps in desired & actual performance and to do training needs identification. Today people are treated as assets and

therefore poor performers are counseled and if needed appropriate training shall be provided to them to fill up the gaps. A good performer shall be rewarded by giving a letter of appreciation followed by increment or promotion depending on the situation so as to motivate the employee for better performance in future.

**Table 33: ANALYSIS OF YES / NO QUESTIONS (Questionnaire no 1)**

SR NO	STATEMENTS	INDIAN				MULTINATIONAL			
		YES	%	NO	%	YES	%	NO	%
1	Does your organisation offer training and Development programs for your employees?	11	100	–	–	9	100	–	–
2	Does your company have a training plan?	11	100	-	–	9	100	–	–
3	Do you feel that your employees have benefited from the training program?	11	100	-	–	9	100	–	–
4.	Do you think the Performance Appraisal System followed in your organisation motivate employees to perform better at the work place?	11	100	-	–	9	100	–	–
5	Do you feel that level of your employee job satisfaction has improved as a result of your Training and Development programs?	8	72.7	3	27.3	9	100	–	–
6	Do you have a formal Performance Appraisal System in your organisation?	5	45.5	6	54.5	9	100	–	–

Source: Primary data

The above table indicates that all large Indian as well as Multinational Pharmaceutical companies operating in Goa does perform the HR function of training and development and performance appraisal. According to the HR officials the training programs organized by them have benefitted its employees in enhancing their efficiency levels and giving better outputs similarly their

performance appraisal system acts as an instrument to motivate the employees to perform better as it ensures that efficiency is to be rewarded however there was difference of opinion among the HR officials with regard to the level of satisfaction provided by the training and development practices in their respective organizations. It was observed that 72.7% of the Indian companies were of the opinion that training practices have been able to raise the level of employee satisfaction while 27.3% did not agree with the same while In case of MNC's all companies agreed that training and development practices have been able to raise their satisfaction levels . Performance appraisal practices were looked upon as an instrument to raise employee satisfaction levels by both Indian as were as MNC's. It was also observed that all the selected MNC pharmaceutical companies have a formal appraisal system while in case of Indian Companies 45.5% have a formal performance appraisal system and 54.5% do not have a formal performance appraisal system.

**OBJECTIVE 2 : TO ANALYSE EMPLOYEES PERCEPTION TOWARDS TRAINING & DEVELOPMENT PRACTICES, PERFORMANCE APPRAISAL PRACTICES, JOB SATISFACTION OUTCOMES OF TRAINING AND DEVELOPMENT PRACTICES AND JOB SATISFACTION OUTCOMES OF PERFORMANCE APPRAISAL IN INDIAN AND MNC PHARMACEUTICAL COMPANIES.**

*H1 There is no significant difference in employee's perception on training & development practices undertaken by large Indian and MNC Pharmaceutical companies in Goa.*

*H2 There is no significant difference in employee's perception on Performance Appraisal Practices undertaken by large and MNC Pharmaceutical companies in Goa.*

*H3 There is no significant difference in Job satisfaction outcome of training and development Practices between Indian and MNCs.*

*H4 There is no significant difference in Job satisfaction outcome of performance appraisal practices of Indian and MNCs*

#### **4.5.2 TESTING OF HYPOTHESIS H1-H16**

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

*MNC- independent variable*

*Indian Company-Reference Variable*

*Perception on Training and Development- Dependent Variable*

**Table 34: Ordinary Least Square Regression and Anova Analysis –Perception of Training and Development Practices**

Independent variable	Standard beta Coefficient	P value	R <sup>2</sup>	Adjusted R Square
MNC	0.689	P<0.01(p value .000)	.475	0.474

Source: primary data

There is a significant difference between the employee's perception towards the Training and Development Practices between a MNCs and Large Indian Companies. It is observed that MNCs have better perception of Training and Development Practices than Large Indian Companies. T&D practices of MNCs are better than that of Indian companies by 0.689 standard deviation times. The type of company explains 47.4% variance of T&D practices.  $P > 0.01(.000)$ . Therefore the null hypothesis is rejected.

*H2 There is no significant difference in employees perception on Performance Appraisal Practices Undertaken by large Indian and MNC Pharmaceutical companies in Goa.*

MNC- independent variable

Indian Company- Reference Variable

Perception - Dependent Variable

**Table 35- OrdinaryLeast Square Regression and Anova Analysis - perception on Performance Appraisal Practices**

Independent Variable	Std Beta Coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
MNC	0.634	P<0.01	.402	.402

Source: primary data

There is a significant difference between the employee's perception towards the Performance Appraisal Practices between a MNCs and Large Indian pharma Companies .It is observed that MNCs have better Performance Appraisal Practices than Large Indian Companies as perceived by employees. P.A practices of MNCs are better than that of Indian companies by 0.634 std deviation times. The type of company explains 40.2% variance of P.A practices. P value < 0.01 (p value.000). Therefore Null hypothesis is rejected.

***H3 There is no significant difference in Job satisfaction outcome of training and development Practices undertaken by Indian and MNC'S***

Dependent variable -Job satisfaction outcomes of training (JSOT)Reference variable Indian company

**Table 36: OrdinaryLeast Square Regression and Anova Analysis - Job satisfaction outcome of training and development**

Independent variable	Std beta coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
MNC	.653	P<0.01(pvalue.000)	.426	.425

Source: primary data



Job satisfaction outcomes of training is higher among MNC respondents in comparison with the respondents of Indian companies. Job satisfaction outcomes of respondents of MNCs is 0.653 std deviation times higher than Job satisfaction outcomes of Respondents in Indian companies. The type of company explains 42.5% of the variance of job satisfaction outcomes of Training P value is < 0.01 therefore: Null Hypothesis is rejected.

***H4 There is no significant difference in Job satisfaction outcome of performance appraisal practices of Indian and MNCs***

Dependent variable -Job satisfaction outcomes of performance appraisal practices (JSOP)

Reference variable – Indian company

**Table 37: OrdinaryLeast Square Regression and Anova Analysis- Job satisfaction outcomes of performance appraisal practices**

Independent variable	Std beta coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
MNC	.682	P<0.01(p value .000)	0.466	.465

Source: primary data

Job satisfaction outcomes of performance appraisal practices is higher among MNC respondents than in comparison with the respondents of Indian companies. Job satisfaction outcomes of respondents of MNCs is higher by .682 std deviation times than that of Job satisfaction outcomes of Respondents in Indian companies. The type of company explains 46.5% of the variance of Job satisfaction outcomes of Performance appraisal. P value is <0.01 therefore the Null hypothesis rejected.

**OBJECTIVE 3: TO EXAMINE THE RELATIONSHIP BETWEEN THE TWO HR PRACTICES (T&D AND P.A) AND THEIR JOB SATISFACTION OUTCOMES IN SELECTED PHARMACEUTICAL COMPANIES IN GOA.**

*H5 There is no significant relationship between Training and Development and Performance Appraisal Practices as perceived by the employees of Indian and MNC Pharmaceutical Companies in Goa*

**Table 38 Correlation Analyses Training & Development and Performance Appraisal**

Pearsons correlation coefficient between TDP and PAP	<i>P value</i>
0.863	P<0.01( p value .000)

Source: primary data

(TDP- Training and Development Practices, PAP-Performance Appraisal Practices)TDP and PAP are significantly correlated with each other as the magnitude of correlation coefficient is 0.863.Null hypothesis is rejected

*H6 There is no significant relationship between Job satisfaction outcomes of Training (JSOT) and Job satisfaction outcomes of Performance Appraisal(JSOP)*

Test used: Pearson’s correlation

**Table 39 Correlation Analyses of JSOT and JSOP**

Pearson’s correlation Coefficient	P value
.898	P<0.01(P value .000)

Source: primary data

Job satisfaction outcomes of training and development and job satisfaction outcomes of performance appraisal practices are significantly correlated with each other .They are highly

correlated with each other as the Pearsons correlation coefficient is 0.898. Null Hypothesis rejected.

**OBJECTIVE 4: TO STUDY THE IMPACT OF HR PRACTICES(T&D AND P.A) ON EMPLOYEE JOB SATISFACTION IN SELECTED COMPANIES.**

*H7 Training and Development practices do not have an impact on job satisfaction as perceived of the employees*

*H8 Performance Appraisal practices do not have impact on job satisfaction as perceived by employees*

**TESTING OF HYPOTHESIS**

*H7 Training and Development practices do not have impact on job satisfaction as perceived by the employees.*

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

Dependent variable- Job satisfaction Outcome of training (JSOT)

**Table 40: - OrdinaryLeast Square Regression and Anova Analysis -Training and Development Practices and Job Satisfaction**

Independent variable	Std coefficient	Beta	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Perception of TDP	.908		P<0.01	.825	.825

Source: Primary data

TDP has a positive impact on Job Satisfaction of employees .One std deviation increase in TDP leads to a 0.908 times std deviation increase in Job satisfaction of the employees.TDP explains

82.5% of variance of job satisfaction of employees p value < 0.01 ( p value .000). Therefore the Null hypothesis is rejected

*H8 Performance Appraisal practices do not have an impact on job satisfaction as perceived by the employees*

Independent Variable – Perception of and Performance Appraisal Practices (PAP)

Dependent variable -Job satisfaction Outcome of training and development

**Table 41: Ordinary Least Square Regression and Anova Analysis- Performance Appraisal Practices and Job satisfaction**

Independent variable	Std coefficient	Beta	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Perception of PAP	.905		P<0.01	.819	.819

Source: primary data

Performance Appraisal Practices have a positive impact on job satisfaction of employees. One standard deviation increase in Performance appraisal practices leads to .905 times standard deviation increase in Job Satisfaction. Performance appraisal practices explains 81.9% of variance of Job satisfaction p <0.01 (p value is .000).Therefore Null hypothesis is rejected.

**OBJECTIVE 5: TO ASSESS WHETHER THE EMPLOYEES DEMOGRAPHIC PROFILE HAS AN IMPACT ON THEIR PERCEPTION TOWARDS HR PRACTICES( TRAINING AND DEVELOPMENT AND PERFORMANCE APPRAISAL) AND ON THEIR JOB SATISFACTION OUTCOMES IN INDIAN AND MNC PHARMACEUTICAL COMPANIES**

*H9 Employees perception on Training and Development does not vary as per the demographic profile. (Demographic profile includes gender, age, educational qualifications and work experience)*

*H10 Employees perception on Performance Appraisal does not vary as per the demographic profile. (Demographic profile includes gender, age, educational qualifications and work experience)*

*H11 Job satisfaction outcomes of Training and Development Practices does not vary as per the demographic profile. (Demographic profile includes gender, age, educational qualifications and work experience)*

*H12 Job satisfaction outcomes of Performance Appraisal Practices does not vary as per the demographic profile. (Demographic profile includes gender, age, educational qualifications and work experience)*

**TESTING OF HYPOTHESIS**

*H9.1 Employees perception on Training and Development Practices does not vary with Gender.*

*Dependent Variable- Perception on training and development practices (TDP)*

Independent variable-Male

Reference variable – female

**Table 42: Ordinary Least Square Regression and Anova Analysis - Gender and Training and Development Practices**

Independent variable	Std bête coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Male	.123	P<0.01 (.001)	.015	.014

Source: Primary data

It is observed that Male have a more positive perception of training and Development practices than female employees. Perception of male employees about the training and Development practices is 0.123 standard deviation times higher than that of females. Gender explains 1.4% of the variance of TDP.  $P < 0.01$  ( P value is . 001). Therefore the null hypothesis is rejected.

***H9.2) Employees perception on Training and Development practices does not vary with Age***

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

Reference variable – age < 25yrs

**Table 43: OrdinaryLeast Square Regression and Anova Analysis –Age and Training and development Practices.**

Independent variable	Model sig	Std Beta Coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Age 25-30 years	P< 0.05	0.03	p> 0.05	.014	0.008
30 –45 years		0.086	p> 0.1		
45-55 years		0.086	P< 0.05		
55 & above		0.098	P< 0.05		

Source: Primary data

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

***H9.3) Employees perception on Training and Development practices does not vary with Educational qualification.***

Dependent variable: perception on Training and Development practices (TDP)

Reference variable- Diploma holders

**Table:44-OrdinaryLeast Square Regression and Anova Analysis- Education and Training and Development Practices**

Independent variables	Model sig	Std Beta Coefficient	P-value	Adjusted R <sup>2</sup>
Graduation	P<0.05	.177	P<0.01	0.013
Masters		.137	P<0.05	
Doctorate		.094	P<0.05	
Others		.065	p>0.05	

Source: Primary data

it is revealed that the employee perception of the training and development practices varies with educational qualification .the perception of diploma holders and others is similar .graduates, master degree holders and doctorates have a better perception of TDP than the diploma holders. educational qualification explains 1.3% of the variance of TDP, Null hypothesis is rejected

*H9.4) Employees perception on training and development practices does not vary with work experience.*

Dependent Variable-Perception of Training and Development Practices (TDP)

Reference Variable-work experience < 3 years

**Table 45: Ordinary Least Square Regression and Anova Analysis - Work experience and TDP**

Independent variables	Model significance	Std beta coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
3- 5 years	P<0.1	-0.014	P>0.1 (p value .760)	.014	0.008
10- 15 years		-0.024	P.0.1 ( p value .590)		
15-20 years		0.05	p.0.1 (p value .222)		
> 20 years		0.097	P<0.05 ( p value 015)		

Source: Primary data

Model is significant indicating that the work experience influences perception about Training and Development practices. Respondents with an experience of 3-10 yrs,10-15 years,15-20 years have similar perception about the TDPs with reference to the respondents who have less than3 yrs w. experience . However respondents with more than 20 years of w. experience have a better perception of TDP that employees having a work experience < 3 yrs. Work experience explains 0.8% of the variance of TDPs. Null hypothesis is rejected.

***H10.1 Employees perception on Performance Appraisal Practices does not vary with Gender.***

Dependent variable: Perception of Performance Appraisal Practices (PAP)

Reference variable: Female

**Table 46: Ordinary Least Square Regression and Anova Analysis - Gender and PAP**

Independent variable	Std bête coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Male	0.077	P<0.05	.006	.005

Source: Primary data



It is observed that Male have a more positive perception of performance Appraisal Practices than females. Perception of male is 0.077 standard deviation times better than female .Gender explains 0.5% variance of PAP.  $P < 0.05$  (p value = .000). Therefore Null hypothesis is rejected.

***H10.2) Employees perception on Performance Appraisal Practices does not vary with Age***

Dependent variable – perception of Performance appraisal practices (PAP)

Reference variable-Age<25 yrs

**Table 47 : OrdinaryLeast Square Regression and Anova Analysis - Age and Performance Appraisal Practices**

Independent variable	Model sig	Std Beta Coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Age 25-30 years	P< 0.05	0.026	p> 0.1 (p value.573)	0.015	0.009
30 –45 years		0.059	P>0.1 (p value .166)		
45-55 years		0.086	P< 0.1 (p value .066)		
55 & above		0.115	P< 0.01 (p value .005)		

Source: primary data

Model is significant and it indicates that age influences the respondents’ perception about the performance appraisal practices. Respondents in age group of 25 to 30yrs and 30 to 45 years of age have similar perception of PAPs as the respondents of age group <25 years. Respondents in the age group of 45 to 55 and those above 55 years of age have better perception of PAPs than Respondents < 25 years of age. Age explains 0.9% variance of PAPs, Null hypothesis is rejected.

***H10.3 Employees perception on Performance Appraisal Practices does not vary with***

***Educational qualification***

Dependent Variable: Performance Appraisal Practices (PAP)

Reference Variable: Diploma holders

**Table 48: OrdinaryLeast Square Regression and Anova Analysis- Educational Qualification and Performance appraisal practices**

Independent variables	Model sig	Std Beta Coefficient	P-value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Graduation	P<0.01	.203	P<0.01 (p value .000)	.030	0.024
Masters		.13	P<0.05 (p value .015)		
Doctorate		.137	P<0.01 (pvalue.000)	.	
Others		.054	p>0.1 (p value.192)		

Source: Primary data

Model is significant indicating that education qualification influences respondents perception of PAPs.. Diploma holders and others have the same perception. Graduates, masters, and doctorates have better perception of PAPs than diploma holders. Educational qualifications explain 2.4% the variance of PAPs. Null hypothesis is rejected

***H10.4 Employees perception on Performance Appraisal Practices does not vary with Work experience***

Dependent Variable-Perception of Performance Appraisal Practices (PAP)

Reference Variable-work experience < 3 year

**Table 49 OrdinaryLeast Square Regression and Anova Analysis - Work Experience and Performance Appraisal Practices**

Independent variables	Model significance	Std beta coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
3- 5 years	P<0.05	0.038	P>0.1(p value .415)	.015	0.009
10- 15 years		0.03	P>0.1 (p value .507)		
15-20 years		0.044	p>0.1 (p value.282)		
> 20 years		0.095	P<0.05(p value .018)		

Source: Primary data

Model is significant indicating that work experience influence PAPs. Respondents having a W.E of 3-10 yrs,10-15 yrs and 15-20 yrs have similar perception as those having W.E of < 3yrs.while those respondents who have a work experience of . 20yrs have better perception of PAPs than employees with W.E <3yrs.W.E explains 0.9% of the variance of PAPs. Null hypothesis rejected

*H11.1) Job satisfaction outcomes of training and development do not vary with Gender of the respondents*

Dependent Variable: perception of Job satisfaction outcomes of training and development (JSOT)

Reference variable: Female

**Table 50: OrdinaryLeast Square Regression and Anova Analysis –Job satisfaction outcomes of training and Gender**

Independent variable(Gender)	Std bête coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Male	.121	P<0.01 (p value .001)	0.015	0.013

Source: Primary data

It is observed that male show better job satisfaction outcome of training and development practices than a female respondent. Gender explains 1.3% of the variance of JSOT.

Null hypothesis is rejected

**H11.2) Job satisfaction outcomes of training and development do not vary with age of the respondents**

Dependent variable: job satisfaction outcomes of training and development (JSOT)

Reference variable :< 25 yrs

**Table 51: OrdinaryLeast Square Regression and Anova Analysis - Age and JSOT**

Independent variable	Model sig	Std Beta Coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Age )25-30 years	P< 0.05	0.035	p> 0.1 ( P value.450)	0.018	0.012
30–45 years		0.103	P<0.05( P value .026)		
45-55 years		0.095	P<0.05( P value 024)		
55 & above		0.109	P< 0.01( P value .007)		

. Source: Primary data

Model is significant indicating that age influences JSOT ,respondents in the age group of 25-30 have the same perception of JSOT as the respondents <25 yrs of age. Respondents in the age group of 30-45,45-55 and Above 55 have a better perception of JSOT than those who are <25 yrs of age. Age explains 1.2% of variance of JSOT.P value is < 0.05, therefore the null hypothesis is rejected.

***H11.3) Job satisfaction outcomes of Training and Development do not vary with Educational Qualification of the respondents.***

Dependent Variable: Job satisfaction outcomes of training and development (JSOT)

Reference Variable: Diploma holders

**Table 52 OrdinaryLeast Square Regression and Anova Analysis -Educational Qualification and Job satisfaction outcomes of training**

Independent variables	Model sig	Std Beta Coefficient	P-value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Graduation	P<0.01	.166	P<0.01 ( P value.002)	0.020	0.014
Masters		.111	P<0.05 (P value .039)		
Doctorate		.112	P<0.01( P value .005)		
Others		.040	p>0.1 ( P value .335)		

Source: Primary data

Model is significant indicating that education qualification influences respondent's perception of. Diploma holders and others have the same perception. Graduates, masters and doctorates have better perception of JSOT than diploma holders. Educational qualifications explains 1.4% of the variance of JSOT, Null hypothesis rejected

*H11.4) Job satisfaction outcomes of training and development do not vary with work experience of the respondents.*

Dependent Variable: Job satisfaction outcomes of training and development (JSOT)

Reference Variable-work experience < 3 years

**Table 53: OrdinaryLeast Square Regression and Anova Analysis –Work Experience and Job satisfaction outcomes of training**

Independent variables	Model significance	Std beta coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
3- 5 years	P<0.05	-0.016	P>0.1( P value .722)	.008	0.002
10- 15 years		-0.006	P>0.1( P value .891)		
15-20 years		0.055	p>0.1( P value .185)		
> 20 years		0.101	P<0.05( P value .011)		

Source: Primary data

Model is significant indicating that work experience influence JSOT. Respondents having a W.E between 3-10 yrs,10-15 yrs and 15-20 yrs have similar perception as those having W.E of < 3yrs.while those respondents who have a work experience of . 20yrs have better perception of JSOT than employees with W.E <3yrs.W.E explains 0.8% of the variance of JSOT.Null Hypothesis rejected

***H12.1) Job satisfaction outcomes of Performance Appraisal does not vary with gender of the respondents***

Dependent Variable: perception of Job satisfaction outcomes of performance appraisal (JSOP)

Reference variable: Female

**Table 54 OrdinaryLeast Square Regression and Anova Analysis - Gender and Job satisfaction outcomes of performance Appraisal**

Independent variable	Std bête coefficient	P value	R square	Adjusted R <sup>2</sup>
Male	0.089	P<0.05(P value .019)	.008	.006

Source: Primary data

It is observed that male show better perception of job satisfaction outcome of performance appraisal practices than female respondents. Male have 0.089 times standard deviation better perception of JSOP than females. Gender explains 0.6% of the variance of JSOP.P value < 0.05.Hence the hypothesis is rejected.

***H12.2) Job satisfaction outcomes of Performance Appraisal do not vary with age of the respondents***

Dependent variable: job satisfaction outcomes of performance Appraisal (JSOP)

Reference variable :< 25 yrs

**Table 55- OrdinaryLeast Square Regression and Anova Analysis - Age and Job satisfaction outcomes of performance Appraisal**

Independent variable	Model sig	Std Beta Coefficient	P value	Adjusted R <sup>2</sup>
Age 25-30 years	P>0.01	0.019	p> 0.1	0.002
30 –45 years		0.060	P>0.1	
45-55 years		0.050	P>0.1	
55 & above		0.081	P< 0.05	

Source: Primary data

Model is insignificant indicating that age does not influence JSOP. Respondents in all age groups have similar perception of JSOP. Null hypothesis is accepted.

***H12.3) Job satisfaction outcomes of Performance Appraisal do not vary with Educational Qualification of the respondents.***

Dependent Variable: Job satisfaction outcomes of Performance Appraisal Practices (JSOP)

Reference Variable: Diploma holders

**Table 56- OrdinaryLeast Square Regression and Anova Analysis -Educational Qualification and Job satisfaction outcomes of performance Appraisal**

Independent variables	Model sig	Std Beta Coefficient	P-value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Graduation	P<0.01	0.189	P<0.01( p value .000)	.027	0.021
Masters		0.129	P<0.05 (p value .016)		
Doctorate		0.137	P<0.01 (p value .001)		
Others		0.06	p>0.1 ( P value .149)		

Source: Primary data

Model is significant indicating that education qualification influences respondent’s perception of JSOP. Diploma holders and others have the same perception. Graduates, masters and doctorates

have better perception of JSOP than diploma holders. Educational qualifications explains 2.1 % of the variance of JSOP.Null Hypothesis is rejected

*H12.4) Job satisfaction outcomes of Performance Appraisal do not vary with work experience of the respondents.*

Dependent Variable: Job satisfaction outcomes of Performance Appraisal (JSOP)

Reference Variable-work experience < 3 year

**Table 57- OrdinaryLeast Square Regression and Anova Analysis – Work Experience and Job satisfaction outcomes of Performance Appraisal**

Independent variables	Model significance	Std beta coefficient	P value	R <sup>2</sup>	Adjusted R <sup>2</sup>
3- 5 years	P<0.05	-0.065	P>0.1 (p value .065)	.014	0.009
10- 15 years		-0.066	P>0.1 (P value .066)		
15-20 years		0.025	p>0.1(P value .025)		
> 20 years		0.070	P<0.01(p value .070)		

Source: primary data

Model is significant indicating that work experience influence JSOP. Respondents having a W.E between 3-10 yrs,10-15 yrs and 15-20 yrs have similar perception as those having W.E of < 3yrs.while those respondents who have a work experience of more than. 20yrs have better perception of JSOP than employees with W.E <3yrs.W.E explains 0.9% of the variance of JSOP. Null hypothesis is rejected.



**OBJECTIVE 6 TO COMPARE THE INFLUENCE OF DEMOGRAPHIC PROFILE OF THE EMPLOYEES ON THEIR PERCEPTION TOWARDS THE HR PRACTICES (TRAINING AND DEVELOPMENT AND PERFORMANCE APPRAISAL) AND THEIR JOB SATISFACTION OUTCOMES BETWEEN THE INDIAN AND MULTINATIONAL PHARMA COMPANIES IN GOA.)**

*H13 Employee Perception On Training and Development Practices (TDP), Performance appraisal practices(PAP), Job satisfaction outcomes of training and development (JSOT) and Job satisfaction outcomes of Performance Appraisal (JSOP) does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the gender*

*H 13.1 There is no significant difference in the employee perception towards the Training & Development Practices (TDP) across the gender of the respondents between the Indian and Multinational Pharmaceutical Companies in Goa.*

*H13.2 There is no significant difference in the employee perception towards Performance Appraisal Practices (PAP) across the gender of the respondents between the Indian and Multinational Pharmaceutical Companies in Goa.*

*H13.3 There is no significant difference in the employee perception towards the Job satisfaction Outcomes of Training and Development Practices (JSOT) across the gender between the Indian and Multinational Pharmaceutical Companies in Goa.*

*H13.4 There is no significant difference in the employee perception towards Job Satisfaction outcomes of Performance Appraisal practices (JSOP) across the gender between Indian and Multinational Pharmaceutical companies in Goa.*

**Table 58: Perception of TDP, PAP, JSOT JSOP and Gender in Indian and Multinational Companies in GOA**

Type of company	Perceptions	Gender	N	Mean	Std. Deviation	DF	t statistic	p-value
INDIAN COMPANYY	Training and Development Practices	Male	172	2.919	1.054	336.25	5.297***	(0.000) P< 0.01
		Female	178	2.362	0.903			
	Performance Appraisal Practices	Male	172	2.764	1.153	332.48	4.399***	(0.000) P< 0.01
		Female	178	2.257	0.991			
	Job satisfaction outcomes of training and development	Male	172	2.835	1.150	336.62	5.441***	(0.000) P< 0.01
		Female	178	2.218	0.956			
	Job satisfaction outcomes of Performance Appraisal	Male	172	2.671	1.132	328.90	4.475***	(0.000) P< 0.01
		Female	178	2.177	0.917			
MULTINA TIONAL COMPANYY	Training and Development Practices	Male	172	4.206	0.582	348	0.651	0.516
		Female	178	4.248	0.627			
	Performance Appraisal Practices	Male	172	4.034	0.807	348	1.664	0.097
		Female	178	4.175	0.779			
	Job satisfaction outcomes of training and development	Male	172	4.084	0.727	348	0.994	0.0321
		Female	178	4.161	0.715			
	Job satisfaction outcomes of Performance Appraisal	Male	172	4.062	0.693	348	1.410	0.159
		Female	178	4.172	0.772			

Source: Primary data

The above tables indicates that there is a significant difference between the perception of male and female employees in Indian Pharmaceutical Companies on all the four dimensions of HR practices (TDP,JSOT,PAP,JSOP)as the **p values are < 0.01** The mean score of male employees in Indian Pharmaceutical companies is higher than the female employees, which means that male employees are more happy with all four dimensions of the HR practices as compared to the female employees However there is no significant difference between the perception of male and female employees in a multinational pharmaceutical companies on all the four dimensions of HR practices as the **P value > 0.1**.This indicates that all the employees whether male or female are equally happy with TDP, JSOT, PAP and JSOP. Thus all the four null hypotheses are rejected

***H14 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the various age groups.***

***H 14.1 There is no significant difference in the employee perception towards the Training & Development Practices as per the age of the respondents.***

***H14.2 There is no significant difference in the employee perception towards Performance Appraisal Practices as per the age of the respondents***

***H14.3 There is no significant difference in the employee perception towards the Job satisfaction Outcomes of Training and Development Practices as per the age of the respondents***

***H14.4 There is no significant difference in the employee perception towards Job Satisfaction outcomes of Performance Appraisal practices as per the age of the respondents***

**Table 59: Perception of TDP, PAP, JSOT JSOP and Gender in Indian and Multinational Companies in Goa.**

Type of company	Perception	Age group	N	Mean	Std. Deviation	F-statistics	P
INDIAN COMPANY	Training and Development Practices	less than 25	79	2.065	0.626	14.392** *	(0.000) P<0.01
		25 – 30	104	2.498	0.930		
		30 – 45	110	2.927	1.131		
		45 – 55	40	3.220	0.892		
		55 & above	17	2.876	1.115		
	Performance Appraisal Practices	less than 25	79	2.044	0.711	12.485** *	(0.000) P<0.01
		25 – 30	104	2.302	0.952		
		30 – 45	110	2.799	1.215		
		45 – 55	40	2.895	1.084		
		55 & above	17	3.094	1.334		
	Job Satisfaction Outcomes Of Training and Development	less than 25	79	1.992	0.665	9.618***	(0.000) P< 0.01
		25 – 30	104	2.312	1.024		
		30 – 45	110	2.817	1.221		
		45 – 55	40	3.083	1.121		
	Job Satisfaction Outcomes Of Performance Appraisal Practices	less than 25	79	2.036	0.702	6.331***	(0.000) P< 0.01
		25 – 30	104	2.281	0.981		
		30 – 45	110	2.651	1.199		
		45 – 55	40	2.610	1.213		
		55 & above	17	2.823	1.076		

Type of company	Perception	Age group	N	Mean	Std. Deviation	F- statistics	P
MULTINATIONAL COMPANYY	Training and Development Practices	less than 25	98	4.269	0.650	1.347	0.252
		25 – 30	108	4.189	0.692		
		30 – 45	92	4.193	0.426		
		45 – 55	30	4.147	0.511		
		55 & above	22	4.473	0.662		
	Performance Appraisal Practices	less than 25	98	4.010	1.003	0.852	0.493
		25 – 30	108	4.131	0.789		
		30 – 45	92	4.120	0.627		
		45 – 55	30	4.093	0.520		
		55 & above	22	4.336	0.716		
	Job satisfaction Outcomes of Training and Development	less than 25	98	4.068	0.891	0.852	0.493
		25 – 30	108	4.124	0.761		
		30-45	92	4.141	0.509		
		45 – 55	30	4.126	0.546		
		55 & above	22	4.262	0.681		
	Job satisfaction outcomes of Performance Appraisal	less than 25	98	4.066	0.918	0.755	0.555
		25 – 30	108	4.106	0.724		
		30 – 45	92	4.128	0.583		
		45 – 55	30	4.097	0.542		
		55 & above	22	4.364	0.657		

Source: Primary data

The above tables indicates that in INDIAN Companies the employees in the age group of 45-55 and above 55 have a better perception than the other age groups on training and development and Performance Appraisal Practices and their satisfaction outcomes there is significant difference in employees perception towards all the

four HR dimensions (TDP,JSOT, PAP and JSOP) across the various age groups **p value<0.1**

However in MNC's there is no significant difference in employees perception towards all the four HR dimensions (TDP,JSOT, PAP and JSOP) across the various age groups. Employees of all age groups are equally happy with the HR practices and their job satisfaction outcomes irrespective of their age. The mean scores of the MNC employees is higher than that of the Indian. Thus there is significant difference between the perceptions of employees belonging to the Indian and MNCs. as **P value > 0.1** therefore the null hypothesis is Rejected.

***H15 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the various Educational Qualifications of the respondents.***

***H 15.1 There is no significant difference in the employee perception towards the Training & Development Practices as per the Educational Qualification of the respondents.***

***H15.2 There is no significant difference in the employee perception towards Performance Appraisal Practices as per the Educational Qualification of the respondents***

***H15.3 There is no significant difference in the employee perception towards the Job satisfaction Outcomes of Training and Development Practices as per the Educational Qualification of the respondents***

***H15.4 There is no significant difference in the employee perception towards Job Satisfaction outcomes of Performance Appraisal practices as per the Educational Qualification of the respondents***

**Table 60- Perception of TDP, PAP JSOT and JSOP and Education qualification**

Type of companies	Perception	Education	N	Mean	Std. Deviation	F	Sig.
INDIAN COMPANIES	Training and Development Practices	Diploma	76	2.543	.889	2.885*	0.057
		Graduation	148	2.785	1.087		
		Master Degree	105	2.500	1.034		
	Performance Appraisal Practices	Diploma	76	2.257	1.006	4.258**	0.015
		Graduation	148	2.682	1.144		
		Master Degree	105	2.427	1.034		
	Job Satisfaction outcomes of Training and Development	Diploma	76	2.379	1.009	2.285	0.103
		Graduation	148	2.667	1.172		
		Master Degree	105	2.440	1.006		
	Job Satisfaction outcomes of Performance Appraisal	Diploma	76	2.238	.923	2.781*	0.063
		Graduation	148	2.560	1.133		
		Master Degree	105	2.345	.977		
MULTINATIONAL COMPANIES	Training and Development Practices	Diploma	38	4.2395	0.5165	0.204	0.816
		Graduation	153	4.2307	0.5853		
		Master Degree	133	4.1880	0.6852		
	Performance Appraisal Practices	Diploma	38	4.2737	0.4919	3.473**	0.032
		Graduation	153	4.1612	0.6782		
		Master Degree	133	3.9519	1.0055		
	Job Satisfaction outcomes of Training and Development	Diploma	38	4.2915	0.53030	3.466**	0.032
		Graduation	153	4.1649	0.6161		
		Master Degree	133	3.9855	0.8979		
	Job Satisfaction outcomes of Performance Appraisal	Diploma	38	4.2512	0.5390	3.968**	.020
		Graduation	153	4.1783	0.6340		
		Master Degree	133	3.9597	0.9005		

Sig at 5%

Source: Primary data

The above tables indicate that there is a significant difference in employees perception on both the hr Practices and their job satisfaction outcomes across their educational qualification .PhD's

and others have not been considered as the number is insignificant. It is observed that graduates and post graduates have a better perception on all the four dimensions than the diploma holders in Indian companies. Thus there is a positive relationship between level of education and the perception of the respondents. However in MNC's that there is no significant difference in employee perception on TDP as per their educational qualifications  $P \text{ value} < 0.01$ . However their perception on PAP, JSOT and JSOP differs significantly across all the educational qualifications. Diploma holders and graduates have a better perception than the post graduates with respect to PAP, JSOT, JSOP.  $P \text{ value is } > 0.01$  The mean values of the employees working in MNC's is higher than that of the Indian companies which indicates that their perception varies significantly across educational qualifications. Hence the Null hypothesis is rejected

***H 16 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the various work experiences of the respondents.***

***H 16.1 There is no significant difference in the employee perception towards the Training & Development Practices as per the work experience of the respondents.***

***H16.2 There is no significant difference in the employee perception towards Performance Appraisal Practices as per the work experience of the respondents***

***H16.3 There is no significant difference in the employee perception towards the Job satisfaction Outcomes of Training and Development Practices as per the work experience of the respondents***

***H16.4 There is no significant difference in the employee perception towards Job Satisfaction outcomes of Performance Appraisal practices as per the work experience of the respondents.***



**Table 61- Perception of TDP, PAP JSOT and JSOP and Work Experience in Indian and Multinational Pharmaceutical Companies**

Type of company	Perceptions	Work Experience	N	Mean	Std. Deviation	F	Sig.
INDIAN COMPANIES	Training and Development Practices	Less than 3 years	75	2.112	0.716	11.040***	0.000
		3 – 10 years	135	2.587	0.977		
		10 – 15 years	92	2.838	1.113		
		15 – 20 years	38	3.271	0.847		
		More than 20 years	10	2.960	1.320		
	Performance Appraisal Practices	Less than 3 years	75	2.177	0.798	7.200**	0.000
		3 – 10 years	135	2,356	1.028		
		10 – 15 years	92	2,671	1.209		
		15 – 20 years	38	3.182	1.081		
		More than 20 years	10	2.920	1.328		
	Job Satisfaction Outcomes of training and development Practices	Less than 3 years	75	2.085	0.798	9.142**	0.000
		3 – 10 years	135	2.356	1.028		
		10 – 15 years	92	2.671	1.209		
		15 – 20 years	38	3.182	1.081		
		More than 20 years	10	2.920	1.328		
	Job satisfaction outcomes of Performance Appraisal	Less than 3 years	75	2.187	0.894	5.253**	0.000
		3 – 10 years	135	2.296	0.987		
		10 – 15 years	92	2.520	1.156		
		15 – 20 years	38	3.053	1.089		
		More than 20 years	10	2.518	1.162		

Type of company	Perceptions	Work Experience	N	Mean	Std. Deviation	F	Sig.
MULTINATIONAL COMPANIES	Training and Development Practices	Less than 3 years	112	4.291	.608	1.802	0.128
		3 – 10 years	143	4.136	.636		
		10 – 15 years	54	4.218	.515		
		15 – 20 years	19	4.347	.697		
		More than 20 years	22	4.404	.395		
	Performance Appraisal Practices	Less than 3 years	112	4.052	.825	0.831	0.506
		3 – 10 years	143	4.053	.727		
		10 – 15 years	54	4.194	.563		
		15 – 20 years	19	4.236	.721		
		More than 20 years	22	4.350	.3809		
	Job Satisfaction Outcomes of training and development Practices	Less than 3 years	112	4.104	.91551687	1.095199	0.359
		3 – 10 years	143	4.062	.80533164		
		10 – 15 years	54	4.216	.60138729		
		15 – 20 years	19	4.214	.72050177		
		More than 20 years	22	4.279	.45118891		
	Job satisfaction outcomes of Performance Appraisal	Less than 3 years	112	4.124	.8068646	1.551824	0.187
		3 – 10 years	143	4.019	.7624449		
		10 – 15 years	54	4.210	.5727379		
		15 – 20 years	19	4.277	.6395833		
		More than 20 years	22	4.330	.4959858		

Source: Primary data

The above table indicates that in Indian Companies there is a significant difference between the perception of the employees on TDP,PAP, JSOT and JSOP across all work experience categories .P value < 0.01.Hence the null hypothesis is rejected. Employees with experience between 15 to 20 yrs show a better perception towards both HR practices and their job satisfaction outcomes that the employees with lesser working experiences and also those having a experience than 20

years however in a Multinational Companies there is no significant difference in the perception of employees towards TDP,PAP,JSOT AND JSOP.The mean scores indicate that all the respondents are happy with the training and Development and Performance Appraisal Practices and are showing a high job satisfaction outcomes of training and Development and Performance Appraisal Practices. The overall mean score of MNC employees are higher than that of the Indian .Thus the null hypothesis is rejected

**Table: 62 Analysis Of YES/ NO Questions (Questionnaire 2)**

SR NO	STATEMENTS	INDIAN				MNC			
		YES	%	NO	%	YES	%	NO	%
1.	Your HR dept implements training and development in an effective manner	518	74	182	26	672	96	28	4
2.	Your HR dept implements performance Appraisals in an effective manner	497	71	203	29	663	94.7	37	5.3
3	Do you think training and development programmes conducted in your organisation provides job satisfaction	511	73	189	27	661	94.4	39	5.6
4.	Do you think performance appraisals conducted in your organisation provides job satisfaction	448	64	252	36	646	92.3	54	7.7

Source: Primary data

The above questionnaire was administered to 700 respondents in order to understand whether they are satisfied with the Training and Development and Performance Appraisal Practices conducted in their respective organizations. The above table indicates that 96% of the respondents from Multinational Companies are of the opinion that Training and development practices are undertaken effectively in their respective organizations. However 4% of them do not agree with the same.74% of the respondents working in Indian pharma companies are of the opinion that training and development practices are effective while 26% of them do not agree

with the same. It can be further observed from the above table that 94.4 % respondents from Multinational and 73% respondents from Indian Pharma Companies feel that Training and development practices of their respective organizations contribute to their job satisfaction, while 5.6% respondents in Multinational and 27% respondents in Indian companies do not agree with the same. Performance appraisal is looked upon as tool to enhance job satisfaction by 92.3% employees in Multinational and 64% respondents in Indian Pharma companies, however 7.7% respondents in Multinationals and 36% respondents in Indian Companies do not agree with the same.

**OBJECTIVE 7: TO PROPOSE A HRD MODEL FOR LARGE PHARMACEUTICAL COMPANIES**

**DIAGRAM 1**



In this Model we have considered two sub dimensions of HR practices

A) Training and Development Practices

B) Performance Appraisal Practices

The validity of considering the two sub dimensions is indicated by high and significant factor loadings. The factor loadings of TDP is the factor loadings of Job satisfaction outcomes of performance appraisal is 0.970 ( $P < 0.01$ ). The factor loadings of Job satisfaction outcomes of training and development is 0.978 ( $P < 0.01$ ). HR practices have a significant impact on Job satisfaction outcomes. The standardized beta coefficient is 0.961 ( $P < 0.01$ ). HR practices explain 92.4%  $R^2$  of Job satisfaction outcomes.

Factor loadings are calculated by using latent variables. The covariance between the latent variables is maximized by partial least square. The partial least square estimated as a function of factor matrices which may either be orthogonal or ortho normal T- test is used to calculate the level of significance. The two tailed p values are used for estimating the level of significance.

Training and development and performance appraisal practices are First order latent variables. HRD practices are second order variables. Job satisfaction is dependent variable.

Latent variable: are those variables which are not observed directly they are observed through other measures.

Second order latent variables:- Those variable which are indicated by other first order latent variables.

$R^2 - 0.924$  variance explained – It indicates the extent to which the independent variables predict the dependent variable.

Job satisfaction is highly dependent on TDP & PAP. Increase in these two practices will increase job satisfaction. In the above Model 94.7% variation is observed in job satisfaction due to TDP & PAP. (Statistically)

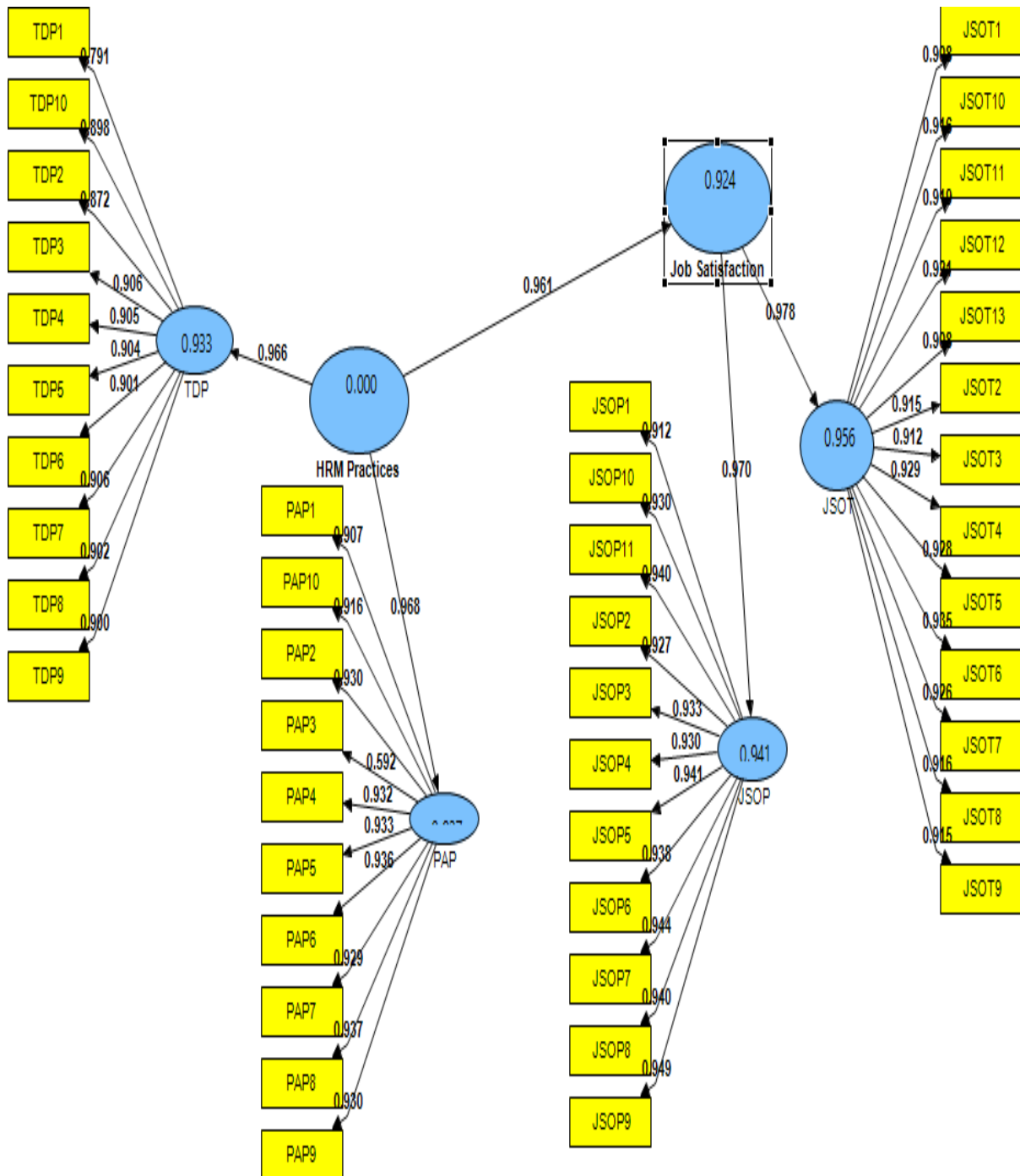
The Model is statistically significant and it explains 94.7% of variation in J.S. as a result of change in TDP & PAP.

**Table 63: MODEL QUALITY OVERVIEW**

Dimensions	AVE	Composite Reliability	Q Square	Cronbachs Alpha
	(average variance explained)			
HRM Practices	0.7481	0.9833	0.88	0.9818
TDP	0.7905	0.9741	0.84	0.9704
PAP	0.8097	0.9767	0.86	0.9852
Job Satisfaction	0.8145	0.9906	0.85	0.9901
JSOT	0.8448	0.9861	0.91	0.964
JSOP	0.874	0.9871	0.89	0.986

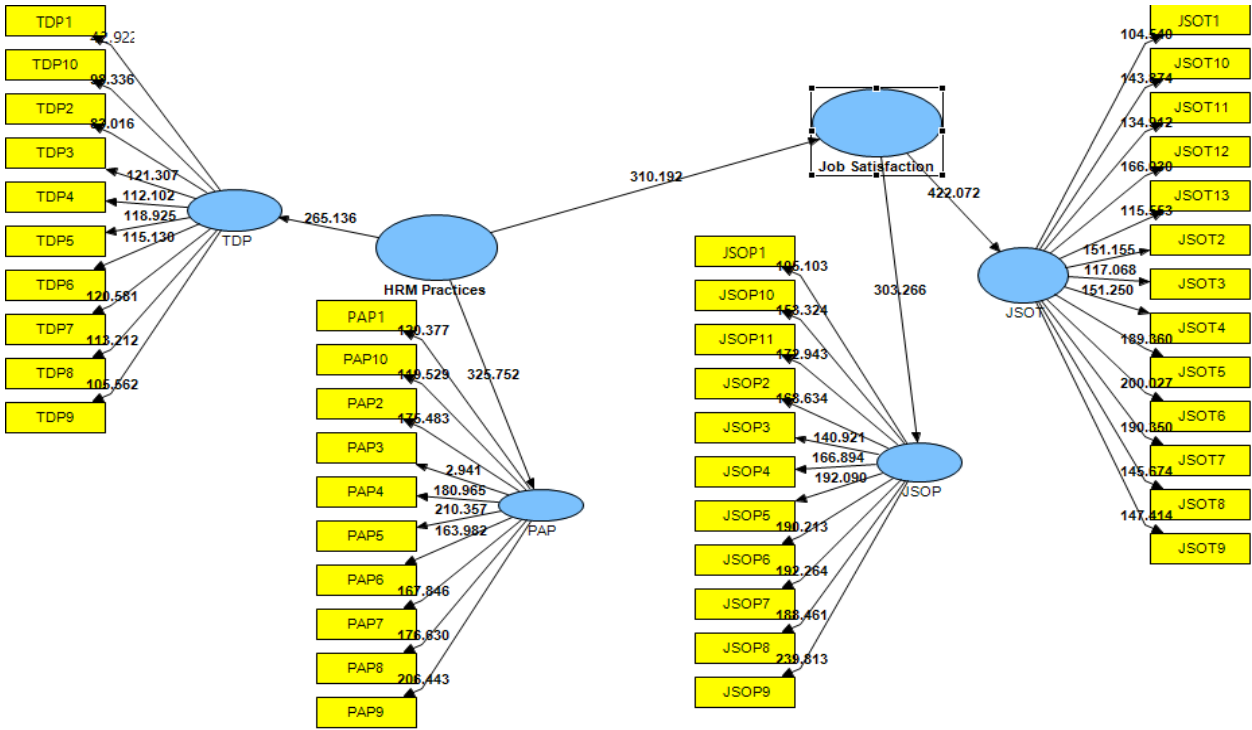
Source: Primary data.

## MODEL REGRESSION WEIGHTS (DIAGRAM 2)





# T-TEST (DIAGRAM 3)



## 4.6

## DISCUSSION

The study aims at examining the Training and Development and Performance Appraisal practices of large pharmaceutical companies in Goa. The study also made an attempt to understand the employee perception on these two HR practices and its impact on their job satisfaction Outcomes. The sample comprises of 700 respondents, 350 each from Indian and Multinational companies respectively. These respondents comprises of middle level executives working in various departments of the pharma companies in Goa. The data was collected as mentioned in chapter III and was analysed using various statistical tools. In this section, the main findings of the present study have been discussed with the available research studies.

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

It is observed that MNCs have better perception of Training and Development Practices than Large Indian Companies. This may be because MNC's give more importance towards training and development of their employees and invest significantly on training and development as they perhaps feel that employees are the most valuable assets and the living part of their organisation .Their training programs are more structured and systematic as compared to Indian pharmaceutical companies. Most of the Indian companies have stringent budget when it comes to training, therefore training may be looked upon as short term expenditure rather than a long term investment in people.

***H2 There is no significant difference in employees perception on Performance Appraisal Practices Undertaken by large Indian and MNC Pharmaceutical companies in Goa.***

It is observed that MNCs have better perception of Performance Appraisal Practices than Large Indian Companies .This may be because most of the MNC's studied have online performance appraisal system for its executives which provides transparency in the appraisals where else most of the Indian companies studied has traditional approach towards performance appraisal practices, confidential report is used as a method of performance appraisal where the appraisee is totally ignorant of the ratings and the comments made by his appraiser. There is absolutely no transparency about the appraisal system. Therefore respondents of MNC's show a better perception of PAP (Performance Appraisal Practices than those of the Indian companies.

***H3 There is no significant difference in Job satisfaction outcome of training and development Practices of Indian and MNC.***

The study has indicated that the respondents of MNC are having a better perception about the Training and Development practices, they were of the opinion that after the training programs they are often given additional challenging jobs which they are able to perform with confidence as training makes them competent to perform the work in hand with more accuracy and perfection. They feel better equipped even to handle unexpected events with skill and confidence. They were also of the opinion that training helps them to develop their interpersonal skills with people in other departments. However in an Indian company training programs are not well structured and planned this may be due to financial constraints or the lack of a proper training culture, as training is looked upon as a short term expenditure rather than a long term investment in people. Training is generally need based and often employees are not happy with the quality of the training programs as they are not well planned as a result of which we find that Respondents of Indian companies were not as satisfied with the training practices as that of the MNC's are.

***H4 There is no significant difference in Job satisfaction outcome of performance appraisal practices of Indian and MNCs.***

Job satisfaction outcomes of PAP are higher among MNC respondents than in comparison with the respondents of Indian companies.

Performance appraisal helps the employee as well as the management to understand the employee's level of performance compared to the standard or predetermined level. High performers are rewarded with increments or promotions which will result in job satisfaction, while low performers are also taken care of by providing them additional training so as to fill the gap between expected performance and actual performers. Out of the 20 companies studied, 13 companies have online system which is transparent. The appraisee has freedom to ask for any clarification about the remarks made on their performance. There are multiple raters as a result of which bias element in rating can be minimized. In an MNC since the appraisal system is online and transparent it encourages open communication between each appraiser appraise pair through performance review discussions and there is a scope to correct the biases. This system also motivates the employee to complete the job in time in an efficient manner. In most of Indian companies it was seen that traditional performance appraisal system is followed where there is no transparency. The appraisee is not aware of remarks made by the appraiser and often there are chances of bias element, as there is no periodical review of the employees work as there is no open communication between the appraiser and the appraisee.

***H5 There is no significant relationship between Training and Development and Performance Appraisal Practices as perceived by the employees of Indian and MNC Pharmaceutical Companies in Goa.***

TDP and PAP are significantly correlated with each other. Training is an act of increasing the knowledge and skill of the employee while performance appraisal is an act of understanding the employees level of performance so as to understand whether there is any gap between actual and expected employee performance. A gap in employee performance may be overcome by suitable training. Thus performance appraisal can be used as a tool for TNA i.e Training Need Identification while training can be used as a remedy to overcome the gap in performance level of the employee. As a result we find TDP and PAP are significantly correlated with each other.

***H6 There is no significant relationship between Job satisfaction outcomes of Training and Job satisfaction outcomes of Performance Appraisal.***

Job satisfaction outcomes of training and development and job satisfaction outcomes of performance appraisal practices are significantly correlated with each other. They are in fact highly correlated with each other.

Just as we have observed that Training and Development and Performance Appraisal practices are highly correlated to each other so also job satisfaction outcomes of TDP is strongly related to Job Satisfaction outcomes PAP. Training as a HRD function acts as an important tool to bridge the performance gap between the actual performance and the expected performance of the employee and on the other side Performance appraisal system shall help in Training needs identification. It would enable the training dept to understand the training requirements of the

organisation. Thus both Hr Function are strongly correlated to each other so are their job satisfaction outcomes.

***H7 Training and Development practices do not have impact on job satisfaction as perceived by the employees.***

In this study it is observed that training and development practices had a positive impact on job satisfaction of employees. This is perhaps because training makes an individual competent to perform the work in hand with more accuracy and perfection; such people tend to support established procedures and standards of performance. When the top management takes keen interest in training and development practices and provides more structured and systematic training for its employees it will help them to be better equipped to tackle even a unexpected situation with confidence and training offered helps to reduce frustrations and anxiety which are brought on by the work demands that they are not familiar with .Thus effective training practices have a positive impact on employee job satisfaction.

***H8 Performance Appraisal practices do not have an impact on job satisfaction as perceived by the employees.***

Performance Appraisal Practices have a positive impact on job satisfaction of employees Performance appraisal helps the employee as well as the management to understand the employee's level of performance compared to the standard or predetermined level. High performers are rewarded with increments or promotions which will result in job satisfaction, while low performers are also taken care of by providing them additional training so as to fill the gap between expected performance and actual performers. Out of the 20 companies studied 13

companies have online system which is transparent. The appraise has freedom to ask for any clarification about the remarks made on their performance .There are multiple raters as a result of which bias element in rating can be minimized.

***H9.1) Employees perception on Training and Development practices does not vary with Gender.***

It is observed that males have a more positive perception of training and Development practices than female employees. During the survey it was observed that most of the male respondents were more focused towards their career growth than the female respondents .Especially married females were not much career oriented and did not show much interest in training programs especially if it was outstation or it was beyond their working hours as they had other family duties.

***H9. 2) Employees perception on Training and Development practices does not vary with Age***

It was observed that the respondents between the age group of 25 to 30 have similar perception as those < 25 years of age. Respondents in the age group of 30 -45, 45 -55 and 55 & above have a better perception of training and development practices than ones less than 25 years of age

Young employees who have recently joined the organization might have not undergone much training compared to those who are of higher age group. They might have come with certain expectations about the training practices and therefore not happy about the training practices if their expectations are not met. While older people might have been there for a longer period and have undergone a lot of training and they have accepted the training practices of the organization over the years and therefore have a better perception about the training practices then the younger employees

***H9.3) Employees perception on Training and Development practices does not vary with Educational qualification***

Education has a positive relationship with perception of performance appraisal practices. Higher the educational qualifications better the perception. This may be due to the fact that highly qualified people hold better positions, they are competent to perform well after providing them appropriate training and development and the performance appraisal was done in a fair and just manner so as to reward their efforts and provide them the deserving rewards in terms of hike in salary, promotions, incentives etc. However the diploma holders are the ones who do not have many prospects to grow in the organization as the qualified persons therefore often they get a feeling that their performance is not evaluated in an appropriate manner so as to yield the favourable benefits.

***H9.4) Employees perception on Training and Development practices does not vary with Work Experience.***

. Respondents with an experience of 3-10 yrs,10-15 years,15-20 years have similar perception about the TDPs with reference to the respondents who have less than 3 yrs w. experience . However respondents with more than 20 years of w. experience have a better perception of TDP that employees having a work experience < 3 yrs.

Employees who have been working over a longer period of time show better perception about TDP than those with lesser work experience. This maybe because as the employee works in an organization over a long period of time probably their expectations and aspirations are met down the years .Over the years they might have got incentives increments appreciations promotions and other benefits from the companies and as a result of which they are happy with the training practices and even if not they would like to only give a positive feedback. However new



employees with high expectations often feel that the training practices could be better and more result oriented in terms of getting promotions and rewards.

***H10.1) Employees perception on Performance Appraisal Practices does not vary with Gender***

It was observed that males have a more positive perception of performance Appraisal Practices than females. In general it was observed that male respondents are happier with the performance appraisal system this may be due to the career advancements or the benefits they have been enjoying over the period of time as high performers. As mentioned earlier female employees may not be as career oriented as male employees especially the married females they may be indifferent to performance appraisals as promotions may bring in more responsibilities and commitments at work along with incentives and benefits.

***H10.2) Employees perception on Performance Appraisal Practices does not vary with Age***

Respondents in age group of 25 to 30yrs and 30 to 45 years of age have similar perception of PAPs as the respondents of age group <25 years. Respondents in the age group of 45 to 55 and those above 55 years of age have better perception of PAPs than Respondents < 25 years of age Respondents in the higher age groups are those who might already had good career advancements, incentives appreciations promotions etc so they have a feeling that their contributions to the organization have been recognized through the performance appraisal systems. Their performance was well evaluated by the performance appraisal system in the organization hence they have a better perception of the performance appraisal practices than their younger colleagues who feel that the performance appraisal practices have not yielded them enough opportunities for career advancements some of them might have just joined and have very high expectations which have not been meet in a short span of time. These respondents are

likely not to have a very good perception about the performance appraisal practices adopted in the organization.

***H10.3) Employees perception of Performance Appraisal Practices does not vary with Educational qualification***

Diploma holders and others have the same perception. Graduates, masters, and doctorates have better perception of PAPs than diploma holders. Education has a positive relationship with perception of performance appraisal practices. Higher the educational qualifications better the perception. This may be due to the fact that highly qualified people hold better positions they are competent to perform well after providing them appropriate training and development and the performance appraisal was done in a fair and just manner so as to reward their efforts and provide them the deserving rewards in terms of hike in salary, promotions, incentives etc. However the diploma holders are the ones who do not have many prospects to grow in the organization as the qualified persons therefore often they get a feeling that their performance is not evaluated in an appropriate manner.

***H10.4) Employees perception of Performance Appraisal Practices does not vary with Work Experience***

Higher the work experience better the perception this may be as the employee who have worked in the organisation over a long period of time, perhaps their aspirations and expectations are meet down the years as they might have got promotions, increments appreciations and other benefits from the company. However new employee may often feel that their performance appraisals could have been better and more result oriented in terms of getting promotions and rewards. Therefore those who have a higher work experience tend to have higher

job satisfaction outcomes of performance appraisal than the employees who are new or with lesser job experiences.

***H11.1) Job satisfaction outcomes of training and development do not vary with Gender of the respondent.***

It is observed that male show better job satisfaction outcome of training and development practices than a female respondent. As mentioned earlier Male employees showed better perception towards training and development practices in the selected pharma companies than the females often they look at training as a burden especially if it is outstation or if it is beyond their working hours or on holidays as they have additional responsibilities towards their families. This could be a reason for lower job satisfaction outcomes from training and development practices.

**H11.2) Job satisfaction outcomes of training and development do not vary with age of the respondents,**

Respondents in the age group of 25-30 have the same perception of JSOT as the respondents <25 yrs of age. Respondents in the age group of 30-45,45-55 and Above 55 have a better perception of JSOT than those who are <25 yrs of age.

Young employees who have recently joined the organization might have not undergone much training compared to those who are of higher age group. They might have come with certain expectations about the training practices and therefore not happy about the training practices if their expectations are not meet. While older people might have been there for a longer period and have undergone a lot of training and they have accepted the training practices of the organization over the years and therefore have a better perception about the training practices then the younger

employees. Those employees who have better perception of training practices have a higher job satisfaction than the younger respondents who do not have a favorable perception of training and development practices. .

***H11.3) Job satisfaction outcomes of Training and Development do not vary with Educational Qualification of the respondents***

Education qualification influences respondent's perception of JSOT. Diploma holders and others have the same perception. Graduates, masters and doctorates have better perception of JSOT than diploma holders. It has been observed that there is a positive relationship between educational qualifications and perception of training and development i.e higher the qualification better the perception of training and development practices. This may be because highly qualified people tend to get better positions in the organisation and are given professional training as they have to handle major responsibilities, Management may concentrate more on training these persons who are considered as the team leaders who will have to successfully lead their team and hence such persons tend to show higher job satisfaction outcomes of training than the lesser qualified employees who will be generally given need based job related training rather than behavioural trainings.

***H11.4) Job satisfaction outcomes of training and development do not vary with work experience of the respondents.***

Respondents having a W.E between 3-10 yrs,10-15 yrs and 15-20 yrs have similar perception as those having W.E of < 3yrs.while those respondents who have a work experience of . 20yrs have better perception of JSOT than employees with W.E <3yrs.

Young employees who have recently joined the organization might have not undergone much training compared to those who are of higher age group. They might have come with certain

expectations about the training practices and therefore not happy about the training practices as they may be given more of job related training and minimum behavioural training and if their expectations are not met such persons shall feel frustrated and may look out for opportunities to change the job. In such a situation they are bound to show lower job satisfaction outcomes of training and development. While older people might have been there for a longer period and have undergone a lot of training and they have accepted the training practices of the organization over the years and therefore have a better perception about the training practices than the younger employees. Those employees who have better perception of training practices have a higher job satisfaction than the younger respondents who do not have a favorable perception of training and development practices.

***H12.1) Job satisfaction outcomes of Performance Appraisal does not vary with gender of the respondents***

It is observed that male show better perception of job satisfaction outcome of performance appraisal practices than female respondents.

In this study it has been observed that male employees have a better perception of performance appraisal practices than the female employees as most of the time when management wants to give additional responsibilities or higher positions in the organisations they will consider the male members rather than the female members. This was the opinion of some of the female employees working at various pharma companies and they therefore feel that most of the times management is biased towards the male employees while evaluating their performance this could be one of the possible reason for their lower job satisfaction outcome of performance appraisal compared to the Male employees. This indicates that the male employees are happier with the performance

appraisal practices than the female employees so naturally they will enjoy better job satisfaction than the female employees.

***H12.2) Job satisfaction outcomes of Performance Appraisal do not vary with age of the respondents***

Respondents in all age groups have similar perception of JSOP. Performance appraisal acts as a tool for assessing the employee performance. All manager level employees have the same Performance appraisal system, no distinction is made when it comes to the age of the respondents all are treated at par and hence all respondents might have had similar perception of JSOT.

***H12.3) Job satisfaction outcomes of Performance Appraisal do not vary with Educational Qualification of the respondents***

Diploma holders and others have the same perception. Graduates, masters and doctorates have better perception of JSOT than diploma holders. We have already observed that there is a direct relationship between employee perception of performance appraisal practices and their Educational qualification. Higher the Educational qualification better the perception and vice versa. This could be as highly qualified persons are often treated as most valuable asset, a living part of the organisation which often make things happen in much appropriate manner such people may be allotted responsible positions and better payments and privileges such people are bound to be happy and satisfied with the performance appraisals then those who are not so qualified as they may not enjoy such positions and privileges as the better qualified persons in their organisations.

***H12.4) Job satisfaction outcomes of Performance Appraisal do not vary with work experience of the respondents.***

Respondents having a W.E between 3-10 yrs,10-15 yrs and 15-20 yrs have similar perception as those having W.E of < 3yrs.while those respondents who have a work experience of more than 20yrs have better perception of JSOP than employees with W.E <3yrs .People who work with an organization for a longer time seem to be happy about the performance appraisal practices than the ones who have been there for a shorter period of time. Young people have a lot of expectations when they join an organization in terms of their salary, benefits, responsibilities, positions, decision making powers and the HR policies and practices etc.However only those who are able to prove themselves might get these expectations fulfilled within a short span time or else it might lead to some kind of insecurity or frustration among the younger employees where else it is observed that older employees who have worked for more than 20 yrs have got adjusted to the organisational practices and culture and some of them have achieved a lot. They seemed to be quite happy and loyal to their company. Or maybe did not want to give any negative comments about their company.

***H13 Employee Perception On Training and Development Practices, Performance appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the gender.***

Male employees were happier with Training and performance appraisal practices than the female employees in Indian Companies and hence show higher job satisfaction outcomes towards training and development as well as performance appraisal practices than the female employees. However no such difference is found in MNC. This may be because MNCs are professionally

managed organizations and they do not make a distinction between male and female employees, while most of the Indian companies are family managed businesses which generally promote male members as M.D or CEO's who tend to have a conservative approach. They give preferences to male members while assigning higher jobs or responsibilities. Thus the male respondents show higher job satisfaction outcomes of training as well as performance appraisal than the females in Indian companies while no such significant difference is seen in MNC's

***H14 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the various age groups.***

Employees working in MNCS are happier with training and development as well as performance appraisal practices and therefore show higher job satisfaction outcomes of training and development and performance appraisal irrespective of their age groups. While in Indian Companies the people in higher age groups have a better perception than the younger employees this may be because in MNC's all employees are treated at par, and efficiency shall be rewarded irrespective of the age. Indian companies due to their conservative approach tend to favour people in the higher age groups whom they may be considering matured in taking responsibilities and occupying high positions in the organization. Young people might have joined recently and not undergone much training as per their expectations and are unhappy as these expectations are not met and often are not considered for higher or responsible jobs. The people in the higher age groups might have undergone a lot of training over the years and have accepted the training practices



***H15 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the various Educational Qualifications of the respondents.***

In Indian Companies there is a positive relationship between perception and education, higher the level of education better the perception on training and development ,performance appraisals and their job satisfaction outcomes while in MNC's the diploma holders have better perception than graduates and post graduates. Indian Companies due to the stringent budget may be providing only job related training to the diploma holders and minimum of behavioural training while respondents with better qualification occupying better positions might be given more of behavioural or motivational training which give them satisfaction. The diploma holders are happy to work in an MNC as they get to know the latest technology and get a good experience and exposure to the latest techniques and they can enjoy all the benefits like good salary, excellent training programs, incentives etc .however the middle level employees do not seem to have much autonomy in an MNC as the policies and strategies are formulated at the corporate level so sometimes they work with limited freedom.

***H 16 Employee Perception On Training and Development Practices, Performance Appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the various work experiences of the respondents.***

MNC's show no difference in employee perception towards training and development and performance appraisal practices as per work experience of the respondents however in Indian

Companies respondents with higher work experience show better perception towards Training and development as well as performance appraisal practices and than those working in the MNC's. The mean scores of all the respondents are high irrespective of their work experiences. All employees are happy with training and development as well as performance appraisal practices as a result of which their job satisfaction outcomes are high. This may be due to MNC's professional culture which provides equal opportunities to every employee irrespective of their work experiences. However seniority is given preference in an Indian Companies as compared to merit hence the mean scores are low.

**Table 64 Tabular representation of hypothesis**

Sr No	Hypothesis No	Statement	Accepted/ Rejected
1	H1	There is no significant difference in employee perception on Training and Development practices undertaken by large Indian and MNC pharmaceutical companies in Goa.	Rejected
2	H2	There is no significant difference in employees perception on Performance Appraisal Practices Undertaken by large Indian and MNC Pharmaceutical companies in Goa	Rejected
3	H3	There is no significant difference in employee's perception of Job satisfaction outcome of training and development practices between Indian and MNCs	Rejected
4	H4	There is no significant difference in employee's perception of Job satisfaction outcome of performance Appraisal Practices between Indian and MNCs	Rejected
5.	H5	There is no significant relationship between Training and Development and Performance Appraisal Practices as perceived by the employees of Indian and MNC Pharmaceutical Companies in Goa	Rejected
7	H7	Training and Development practices do not have impact on job satisfaction as perceived by the employees	Rejected

8	H8	Performance Appraisal practices do not have an impact on job satisfaction as perceived by the employees	Rejected
9	H9.1)	Employees perception on Training and Development practices does not vary with Gender	Rejected
10	H9.2)	Employees perception on Training and Development practices does not vary with Age	Rejected
11	H9.3)	Employee's perception on Training and Development practices does not vary with Educational Qualification.	Rejected
12	H9.4)	Employees perception on Training and Development practices does not vary with Work Experience	Rejected
13	H10.1)	Employees perception on performance appraisal practices does not vary with Gender	Rejected
14	H10.2)	Employees perception on performance appraisal practices does not vary with Age	Rejected
15	H10.3)	Employees perception on performance appraisal practices does not vary with Educational qualification	Rejected
16	H10.4)	Employee's perception on performance appraisal practices does not vary with Work Experience.	Rejected
17	H11.1)	Job satisfaction outcomes of training and development do not vary with Gender of the respondents	Rejected
18	H11.2)	Job satisfaction outcomes of training and development do not vary with Age of the respondents	Rejected
19	H11.3)	Job satisfaction outcomes of training and development do not vary with Educational qualification of the respondents	Rejected
20	H11.4)	Job satisfaction outcomes of training and development do not vary with Work experience of the respondents	Rejected
21	H12.1)	Job satisfaction outcomes of Performance appraisal practices do not vary with Gender of the respondents	Rejected
22	H12.2)	Job satisfaction outcomes of Performance appraisal practices do not vary with Age of the respondents	Accepted
23	H12.3)	Job satisfaction outcomes of Performance appraisal practices do not vary with Educational Qualification of the respondents	Rejected

24	H 13.1	There is no significant difference in the employee perception towards the Training & Development Practices across the gender of the respondents between the Indian and Multinational Pharmaceutical Companies in Goa	Rejected
25	H13.2	There is no significant difference in the employee perception towards Performance Appraisal Practices across the gender of the respondents between the Indian and Multinational Pharmaceutical Companies in Goa	Rejected
26	H13.3	There is no significant difference in the employee perception towards the Job satisfaction Outcomes of Training and Development Practices across the gender between the Indian and Multinational Pharmaceutical Companies in Goa	Rejected
27	H13.4	There is no significant difference in the employee perception towards Job Satisfaction outcomes of Performance Appraisal practices across the gender between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
28	H 14.1	There is no significant difference in the employee perception towards the Training & Development Practices as per the age of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
29	H14.2	There is no significant difference in the employee perception towards Performance Appraisal Practices as per the age of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
30	H14.3	There is no significant difference in the employee perception towards Job Satisfaction Outcomes of Training and Development as per the age of the respondents between Indian and Multinational Pharmaceutical companies in Goa	Rejected
31	H14.4	There is no significant difference in the employee perception towards Job Satisfaction outcomes of Performance Appraisal practices as per the age of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
32	H 15.1	There is no significant difference in the employee perception towards the Training & Development Practices as per the Educational Qualification of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
33	H15.2	There is no significant difference in the employee perception towards Performance Appraisal Practices as per the Educational Qualification of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected

34	<i>H15.3</i>	There is no significant difference in the employee perception towards the Job satisfaction Outcomes of Training and Development Practices as per the Educational Qualifications of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
35	<i>H15.4</i>	There is no significant difference in the employee perception towards the Job satisfaction Outcomes of Performance Appraisal Practices as per the Educational Qualifications of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
36	H 16.1	There is no significant difference in the employee perception towards the Training & Development Practices as per the work experience of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
37	H16.2	There is no significant difference in the employee perception towards Performance Appraisal Practices as per the work experience of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
38	<i>H16.3</i>	There is no significant difference in the employee perception towards the Job satisfaction Outcomes of Training and Development Practices as per the work experience of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected
39	<i>H16.4</i>	There is no significant difference in the employee perception towards the Job satisfaction Outcomes of Performance Appraisal Practices as per the work experience of the respondents between Indian and Multinational Pharmaceutical companies in Goa.	Rejected

**TABLE 65: SHOWING THE DETAILS OF OBJECTIVES, HYPOTHESIS, FINDINGS AND TOOLS**

SR NO	OBJECTIVES	HYPOTHESIS	FINDINGS	TOOLS USED
1	To study the Training & Development and Performance Appraisal Practices in large Indian and Multinational Pharmaceutical companies in Goa		All large pharmaceutical companies (Indian as well as the MNC's) conduct training as well as Performance appraisal practices systematically in their respective organizations as mentioned by the HR Officials	Content Analysis
2	To analyse employees perception towards Training& Development Practices, Performance Appraisal Practices, Job Satisfaction Outcomes Of Training And Development Practices And Job Satisfaction Outcomes Of Performance Appraisal In Indian And MNC,s Pharmaceutical Companies	H1-H4  There is no significant difference in employee's perception on training & development practices, Performance Appraisal Practices, Job Satisfaction Outcomes Of Training and Development Practices and Job Satisfaction Outcomes Of Performance Appraisal undertaken by large Indian and MNC Pharmaceutical companies in Goa.	MNC's have a better perception on training and Development, Performance Appraisal Practices,  Job Satisfaction Outcomes of Training and Development and Job Satisfaction outcomes of performance Appraisal as compared to the large Indian Pharma ompanies in Goa.	Ordinary Least Square, Regression, t-test, ANOVA
4	To Study the Impact of Hr Practices (T&D and P.A) On Employee Job Satisfaction  In select pharmaceutical companies in Goa	H7 Training and Development practices do not have an impact on job satisfaction as perceived of the employees in large pharma companies in Goa.  H8 Performance Appraisal practices do not have impact on job satisfaction as perceived by employees in large pharma companies in Goa	Training and Development practices have a positive impact on employee job satisfaction  Performance Appraisal practices have a positive impact on employee job satisfaction	Ordinary Least Square Regression, t-test, ANOVA

5	<p>To assess whether the employee's demographic profile has an Impact on their perception towards Hr Practices (Training and Development and Performance Appraisal) And on their Job Satisfaction Outcomes In Indian and MNC Pharmaceutical Companies in Goa.</p>	<p>H9-H1</p> <p>Employee Perception On Training and Development Practices, Performance appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not vary as per the demographic profile of the respondents in large pharmaceutical companies (Demographic profile includes gender, age, educational qualifications and work experience)</p>	<p>Demographic profile has an impact on employee perception of Training and Development and Performance Appraisal Practices.</p> <p>a) Male respondents have a better perception of all the four dimensions (TDP,PAP,JSOT and JSOP) than the female employees in large pharmaceutical companies in Goa.</p> <p>b) Perceptions of the employees vary across the various age groups. Respondents &gt; 50 years have a better perceptions of TDP,</p> <p>PAP and JSOT however the perception towards JSOP is not influenced by age. There is a positive relationship between the educational qualification of the respondents and their perception on TDP, PAP,JSOT and JSOP. Higher the educational qualification better the perception similarly the employees having an experience of &gt; 20 years seem to have a better perception of all the four parameters than those who have lesser yrs of experience</p>	<p>Ordinary Least Square Regression, t-test, ANOVA</p>
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6	To compare the influence of demographic profile of the employees on their perception towards the HR practices (Training and Development and Performance Appraisal) and their job satisfaction outcomes between the Indian and Multinational pharma companies in Goa.	<p><i>H13-H16</i></p> <p>Employee Perception On Training and Development Practices, Performance appraisal practices, Job satisfaction outcomes of training and development and Job satisfaction outcomes of Performance Appraisal does not differ between the Indian and Multinational Pharmaceutical Companies in Goa across the gender, age, Educational Qualification and Work Experience</p>	Employees perception on Training and development practices, Performance Appraisal practices, Job satisfaction outcomes of training and development practices and Job Satisfaction outcomes of Performance Appraisal	T test ANOVA
7	To propose a HRD model for large pharmaceutical companies.	<hr/>	The model indicated that Employee Job Satisfaction is highly dependent on Training and Development and Performance appraisal Practices.94.2% variance is observed in Job Satisfaction as a result of change in TDP and PAP.	Structural Model using PLS soft ware (PLS-Partial Least Square)



## **CHAPTER V**

### **SUMMARY, FINDINGS, CONCLUSION AND SUGGESTIONS**

#### **5.1 INTRODUCTION**

Human resources are perhaps the most valuable assets in the hands of state or organization. These are the assets used for operating all the other assets. However treating human beings as assets or resources is a recent phenomenon which was originated in the late 1960's by the Harvard business school. This concept became popular at the international level in 1970's and very soon it gave birth to three very popular concepts HRD (Human Resource Development),

HRM (Human Resource Management) and HRA (Human Resource Accounting). Human resource Development is one of the widely discussed issues in management today as human resource is the most significant and active factor of production required to optimize the utilization of other material resources. Developing this resource, upgrading its skills and knowledge through training and development would lead to organizational development. In this modern era of rapidly changing technology, and increasing competition. The organizations have become highly conscious about the development of its human resource. This human resource has to be constantly motivated by rewarding their sincere efforts and job performances may be in the form of increments, promotions, appreciations and so. However to in order to determine how well he performs it is necessary to do performance evaluation. Performance Appraisal shall help the employer to identify the merits or deficiencies in an employee in relation to his job performance. Performance Appraisals also help to determine the training needs of the employees in the organization. Thus these two HRD practices are correlated to each other in any organization.

## **5.2 SUMMARY**

The topic "**A Study of Training & Development And Performance Appraisal Practices and their Impact on Job Satisfaction Outcomes in select Pharma Companies in Goa**".

Was carried out to study seven objectives mentioned earlier and the respective hypothesis. The entire report was divided into five chapters.

The present chapter includes the summary of the earlier chapter's, the conclusions based on the findings of the present research, the recommendations made by the researcher that could draw the attention of the pharmaceutical companies in Goa to adopt effective training and development and performance appraisal practices that would increase the job satisfaction of employees in these companies and the areas for further research. The summary of the earlier four chapters, of the present research is presented in this section.

- The research unfolds with chapter one titled ***Introduction***.

This chapter begins with Introduction to HR and HRD, followed by Training and Development, Performance Appraisal and Employee Job satisfaction. It also includes historical background of pharmaceutical industry worldwide, in India and in Goa. This chapter ends with Back ground of the study.

- The second chapter comprised of the ***Review of Literature***.

This chapter reviewed the studies conducted by various researchers on Training and Development Performance Appraisal Practices and Job satisfaction. The research work done by various scholars on relationship between training and development practices, performance appraisal practices and job satisfaction were examined.

Moreover the studies on the influence of demographic variables such as gender, age, qualification and experience on the HR practices were examined in various sectors and were appraised. Based on the review of literature the research gap was found.

- Chapter Three covered the details on ***Research Methodology and Design***

This chapter started with a brief introduction to the study. This was followed with the statement of the problem. The significance of the study was highlighted and the background against which the present research was undertaken was explained. Further the scope of the study and the research objectives as well as the research hypothesis were presented in detail. The limitations of the study were stated. The sample details were presented and the sample profile of the respondents was explained in detail. The primary and secondary source of data collection for the present research was explained and the various statistical techniques selected to analyze the data collected was illustrated.

The chapter outlined the Research design of the study progress of the pharmaceutical industry in India and the importance of the pharmaceutical industry to the State of Goa. The background against which the present research was undertaken was explained. The sample of the study was presented and the standardized instruments i.e. questionnaire 1 administered to the HR Manager and questionnaire 2 was administered to the employees (executives) were described. The primary and secondary sources of data collection for the present research was explained and the various statistical techniques selected to analyze the data collected were illustrated. Furthermore, the chapter determined the statistical techniques that would be used to test each of the research hypotheses.

- Chapter four was titled ***Analysis and Discussion***. This chapter begins with the content analysis; Questionnaire 1 was analyzed using content analysis technique. The study has made an attempt to assess the training and development and performance appraisal practices in 20 large pharmaceutical companies operating in Goa in terms of the structure of the training department, induction training provided to the new recruits, assessment of training needs, types of training provided to the employees, number of training man days

allotted, method of training followed, criteria for selection of employees for training, basis for identification of training needs (training need identification), effectiveness of training and development programs and steps taken to ensure active participation during the training programs. Also from where management sources the experts to conduct training programs is studied. Of the 20 large pharmaceutical companies, 11 are Indian and 9 are Multinationals. An attempt is made to see whether there is any difference with respect to the training and development practices between Indian and MNCs.

Using appropriate statistical techniques this chapter analyzed the various hypotheses. Employee's perception of Training and Development and Performance Appraisal practices and their job satisfaction outcomes in large Indian and multinational pharma companies. It was examined whether employee's demographic profile has impact on their perceptions of the two HRD practices. The correlation between the two HR practices and their job satisfaction outcomes were also studied. The chapter ended with certain conclusions drawn from the study and discussion

### **5.3 THE FINDINGS OF THE STUDY:**

The study has been analyzed into two sections.

**SECTION 1: Questionnaire 1** was administered to the HR officials to understand the two HR practices from the Management point of view using content analysis technique.

Following were the findings of this study.

- ✓ All multinational pharma companies operating in Goa has a separate HRD department to look after the HR functions. However out of 11 Indian companies 2 of them do not have a separate HR dept.

- ✓ Of the 8 Multinational pharma companies 3 companies have separate L&D dept (Learning and Development Dept) which take care of the entire training function.
- ✓ Some of the MNC's have online training modules, so as to enable the trainees to complete the training at their convenience within the given time frame.
- ✓ Out of the 9 MNC's considered for the study 8 of them and 5 out of the 11 Indian Pharma Companies have online Performance Appraisal for the system which is transparent and speedy.
- ✓ Multinational companies due to their better financial standings are able to provide better Training and Development and Performance Appraisal practices than the Indian Pharmaceutical companies..
- ✓ Multinational Companies were more open in giving information on HRD practices than the Indian Pharma Companies. Only due to confidentiality promised to them I was able to collect the required data for my research work.

**Questionnaire 2** was administered to the employees (**Middle level executives**) in order to know their perception on training and development and performance appraisal practices following were the findings

- ✓ There is a significant difference between the perception of employees on training and development practices in Indian and MNC pharmaceutical companies in Goa. Employees of MNCS have a better perception of T&D Practices than employees of Large Indian companies.
- ✓ There is significant difference between the perception of employees on Performance Appraisal practices in Indian and MNC pharmaceutical companies in Goa. Employees of MNC have a better perception of performance appraisal practices than employees of large Indian companies

- ✓ Job satisfaction outcomes of training as perceived by the employees are higher among MNC respondents in comparison with the respondents in Indian companies.
- ✓ Job satisfaction outcomes of Performance Appraisal practices as perceived by the employees are higher among MNC respondents than those respondents in Indian companies.
- ✓ Training and Development and performance appraisal practices are strongly correlated with each other (correlation coefficient is 0.863)
- ✓ Training and development practices have a positive impact on the employee's job satisfaction
- ✓ 7) Performance Appraisal practices have a positive impact on the employee's job satisfaction..
- ✓ 8) The demographic profile of the employees has an impact on the employee's perception of
  - i) Training and development practice      ii) Performance Appraisal Practices
  - iii) Job satisfaction outcomes of Training and Development      iv) Job satisfaction outcomes of Performance Appraisal.
- Gender: All the 4 variables (TDP, PAP, JSOT & JSOP ) vary with gender. Males have better perception of all the four variables than the female employees
- Age: employees above 20 yrs have a better perception of TDP, PAP & JSOT. However JSOP is not influenced by age all age groups have similar perception.
- Educational qualification: has an influence on all the 4 variables (TDP, PAP, JSOT& JSOP). Graduates P.Gs and Doctorates have a better perception of all the four variables than the diploma holders.

- Work experience: has an influence on all the 4 variables (TDP,PAP, JSOT& JSOP). It is observed that respondents having an experience of more than 20 yrs seem to have a better perception than those who have lesser yrs of experience.
- ✓ Job satisfaction outcomes of training and job satisfaction outcomes of performance appraisal are significantly correlated with each other. ( Pearsons correlation coefficient is 0.898).

#### **5.4 CONCLUSION & OBSERVATIONS**

The present research titled “A Study of Training & Development and Performance Appraisal Practices and their Impact on Job Satisfaction Outcomes in select Pharma Companies in Goa”, Examined the two very important HRD practices i.e. Training and Development and Performance Appraisal Practices and their Job Satisfaction Outcome experienced by the respondents in Indian Pharmaceutical Companies and Multinational Pharmaceutical Companies in Goa.

There are 20 large Pharmaceutical companies operating in Goa, of which 11 are Indian and 9 are Multinationals. Only on the basis of the confidentiality promised to them I was able to collect the required data. A sample of 700 respondents (executives) was selected for this study, of which 350 were Male and 350 were female respondents. Equal no of respondents were selected from both Multinational as well as Indian Pharmaceutical companies. The findings of the present study discussed in the this chapter, lead to the Following conclusions

- ❖ The multinational pharmaceutical companies offer superior Training and Development as well as Performance Appraisal Practices to its employees than those provided in Indian pharmaceutical Companies in Goa.
  
- ❖ Employees working in multinational pharmaceutical companies show higher job satisfaction outcomes of Training and Development & Performance Appraisal Practices than those working in Indian companies.
  
- ❖ The two HRD practices are highly co related with each other. Demographic Variables like Gender, Age, Educational Qualification & Work Experience, have an influence on the employee's perception on Training and Development and Performance Appraisal practices.
  - Male respondents had a better perception about the Training and Development as well as the Performance Appraisal Practices than the Female respondents.
  
  - It was statistically proved that respondents in the higher age groups have better perception than the younger respondents.
  
  - Higher the educational qualification of the respondents better the perception about the two HR practices studied.



- Respondents with more work experience had a better perception of both training and Development as well Performance Appraisal practices compared to those with lesser work experience.
- ❖ The Job Satisfaction outcomes of training and Job Satisfaction outcome of Performance Appraisal were also influenced by the above mentioned demographic variables.
  - Males exhibited better job satisfaction outcomes of Training and Development & Performance Appraisal than the female respondents.
  - Age of the respondent influenced Job satisfaction outcomes of training however it does not influence Job satisfaction outcomes of performance Appraisal.
  - Employees belonging to the higher age groups showed better perceptions than the ones in the smaller age groups.
  - People of all age groups had similar perception about the Job satisfaction outcomes of Performance Appraisal practices.
- ❖ In Multinational Pharma Companies all the employees whether male or female were equally satisfied by the Training and development as well as the Performance Appraisal Practices. They showed higher Job Satisfaction outcomes of Training and Development as well as Performance appraisal Practices.
- ❖ In Indian Pharma Companies it was found that Male employees were more satisfied with the training and development as well as performance appraisal practices than the female employees. The Job satisfaction Outcomes of training and development & performance appraisal practices was found to be higher in Male employees than in the female employees.

- ❖ In Multinational Pharma Companies employees across the various age groups are equally satisfied with the training and development as well as performance appraisal practices and hence show higher job satisfaction outcomes towards both the practices.
- ❖ In Indian Pharma Companies it was found that respondents in the age group of 55 years and above were more satisfied with Performance appraisal practices and showed better job satisfaction outcomes towards performance appraisal than those belonging to the other age groups. However when it comes to training and development it was observed that respondents in the age group of 45 to 55 years showed a better perception towards training and development as well as job satisfaction outcomes of training and development practices than the other age groups.
- ❖ Educational qualifications showed a positive relationship with the respondents perception towards training and development practices as well as performance appraisal practices in selected large Indian Pharma Companies in Goa. However no such difference was found
- ❖ In Multinational pharma companies. All respondents showed an equally positive perception towards both the HR practices irrespective of their educational qualification
- ❖ It was observed that in Multinational Pharma Companies all respondents irrespective of their work experiences were equally happy about both the HR Practices and showed high Job satisfaction outcomes towards these HR Practices.
- ❖ Indian Companies however showed a positive relationship between the employee perception towards the Training and development and performance Appraisal Practices and work experience. It was observed that respondents with higher work experience tend to show a better perception and vice verse.

## 5.5

## SUGGESTIONS

Based on the findings of the research it is indicated that the training and development and performance appraisals are the two core HR functions which play a very crucial role in increasing the employee satisfaction in large pharma companies. There is a strong correlation between these two HR functions. These two functions seem to work hand in hand as training process shall begin where the appraisal process ends, while appraisal gives inputs to begin the training process or ends up telling what kind of training and development shall be effective in a particular situation. Respondents of Indian pharma companies are not as happy as those in MNC's with the training and development as well as the performance appraisal practices, the following suggestions are made by the Researcher in the light of the above findings so as to improve Training and Development and Performance Appraisal Practices and increasing the job satisfaction of their employees.

These suggestions are as follows

- Top Management need to be committed towards the training programs to its employees not only in the work related matters but to bring about holistic development of employees.
- Training and Development has to be looked upon as an investment in employees and not as a short term expenditure by the management
- A separate dedicated person may be assigned the task of looking after the training and development function.

- Annual training plan based on the training need identification and analysis should be prepared systematically at the beginning of the year so that the training budget can be prepared well in advance and management's approval can be taken for the same.
- Training need assessments should focus on the nature of task to be performed, the skills needed to do that particular job, identify the gaps between where they are and what they need and focuses training on resolving the gaps.
- Training should be provided just before it is required to be applied in doing a particular task. Training provided much ahead of applying the skills often fails.
- Induction training gives the first impression about the organization; it has to be well planned so as to ensure that the new comers can learn comprehensively about the organization.
- Performance gap need to be identified between what the employee is able to do prior to training and what he /she is expected to do after undergoing training. A sincere attempt need to be made while designing the training program.
- Training programs should be such that they suit the requirements of every individual attending the program, as some may be comfortable with computer based training or instruction led training. Thus training program has to geared to meet the learner's need.
- Companies need to engage experienced trainers so as to design and deliver customized or need based training programs.

- Employees need to be made aware of the various training programs that are scheduled during for the year and proper orientation need to be provided to them much ahead of the training program. The objectives and the contents of the program should be explained to them so that they eagerly look forward towards the training program and actively participate during the sessions.
  
- Employees are required to be send for specialized management development program organized by various reputed institutes and service providers so that they can an opportunity to interact with people with other competitive organizations and give them a better exposure to the outside world.
  
- E-learning training modules are to be designed for information based on text oriented training like SOP's (Standard Operating Procedures) and Good Manufacturing Procedures.
  
- Behavioural and soft skill training can be provided as it helps in developing managerial and leadership skills and overall personality of the employees although it is expensive
  
- The Indian Companies should adopt online performance appraisals system which can be more transparent and speedy.
  
- Performance Appraisals should be designed and executed properly, to ensure this they should be based on goals jointly set by the superior and the subordinate however they should be driven by an organizations business strategy.

- There should be clarity in the Appraisal system which can ensure both transparency and effectiveness
- A self evaluation form should be given to the employee so as to understand what exactly the employee feels about his/her progress in the organization.
- The superior and the subordinate should meet frequently so as get updates about the subordinates progress towards his targets rather than waiting for the time when the actual appraisals are done once a year or after six months.
- There should be an appraisal policy so that uniformity can be ensured in the performance Appraisal system.
- Every employee should know what parameters (KRA's) are used by the company while evaluating his performance so that they can work towards them.
- Appraisal system should not give surprises to the employee, rather tell them in advance if the management is not very happy with his work.
- Poor performers need to be warned and efficient /good performers need to be rewarded by an additional increment or appreciation letter as an outcome of the appraisal system
- Modern Performance Appraisal methods which highlight the KRA'S (Key Result Areas) and well defined individual roles based on their competency are to be adopted by the Indian Company. Objective evaluation of the KRA's is required to be done by the Indian Companies as most MNC's do.

- Performance Appraisal should be used as a tool to motivate employees towards better performance rather than an instrument to punish/ penalize the employee.
  
- The HRD Model suggested as an outcome of this study shows that job satisfaction of the employees is highly influenced by the two HRD practices i.e. Training and Development and Performance Appraisal.

The researcher hopes that the pharmaceutical companies in Goa will consider the recommendations stated above. If they do, then the present research would have made an immense contribution towards improving the Training and Development & Performance Appraisal Practices and thus increasing Job satisfaction level of employees in the pharmaceutical companies in Goa.

## **5.6 AREAS FOR FURTHER RESEARCH:**

The present study is an attempt made to examine the two HR practices in large pharma sector in Goa and the two HR practices studied Training and Development and Performance Appraisal Practices.

This study is therefore confirmed to only two important HRD Practices and their job satisfaction outcomes. The perception of the employees towards these HR practices and their job satisfaction was also a part of this study. A HRD model is proposed for the large pharma companies as a outcome of this study which will be helpful in formulation of Hr policies and Practices of large pharma industry. These practices could be studied in other sectors like hospitality, Healthcare,

Banks, educational institutions, aviation industry, garment industry, entertainment industry, police system etc.

However there are many such HR practices which are not covered in this study like Manpower planning, recruitment, selection, motivation, compensation etc could be studied in different sectors. There are various other HR issues which can also be considered for the study like Work life balance, HRD climate, employee absenteeism, employee turnover, employee motivation and morale, health and safety, employee grievance, talent management, employee engagement etc.

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



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# QUESTIONNAIRE NO1

**Dear Participant,**

The proposed survey is being conducted in my individual capacity for my doctoral research work titled “A study of HRD Practices in Pharma Sector in Goa : An Exploratory Study”.

It is assured that the information supplied by you shall only be used for academic purpose and shall be confidential. It will in no way disclose your identity or the identity of your organisation.

This questionnaire is designed to study the HRD Practices, namely Training and development and Performance Appraisal in Pharmaceutical Sector in Goa. The study also aims at examining the relationship between these two HRD Practices and Employee Job Satisfaction.

Your response to this questionnaire is highly valuable and extremely important to assess and evaluate the status of the two HRD practice mentioned above in the Pharma sector.

## QUESTIONNAIRE 1

FOR

HUMAN RESOURCE DEPARTMENT

**A study of HRD Practices in Pharmaceutical Companies in Goa-an exploratory study**

### **Personal Profile:**

- a. Name ( optional) \_\_\_\_\_
- b. Age
  - less than 25
  - 25 – 30
  - 30 – 45
  - 45 – 55
  - 55 & above
- c. Gender
  - Male
  - Female

d. Educational qualification

- Diploma
- Graduation
- Master degree
- Doctorate
- Others

e. Designation

- Director – HR department
- Manager – HR department
- Assistant manager – HR department
- Official – HR department

f. Work Experience in Years

- Less than 3 years
- 3 – 10 years
- 10 – 15 years
- 15 – 20 years
- More than 20 years

g. Name of the organization \_\_\_\_\_

h. My organization is a/an

- Indian company
- Multinational company

What is the total number of employees in your organisation ?

Executive level \_\_\_\_\_

Non-Executive level \_\_\_\_\_

## **Human Resource Development practices followed in the organization**

### **Part A: Training and development**

1. Does your Human Resource Development department offer training and development programs to its employees?
  - Yes
  - No
2. Does this company have a training plan?
  - Yes
  - No
3. What type of training is offered to Executive staff in your organization? Explain.

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4. What kind of training set up do you have in your organization?
  - a. As an integral part of HR department
  - b. As a independent department
  - c. As an integral part of operations dept.

5. What is your annual training budget for 2014-2015?

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6. How many times does training take place in a year?

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7. How do you determine the training needs of the organization?
  - a. Performance analysis
  - b. Sorting of training needs and wants
  - c. Target population analysis
  - d. Task analysis
  - e. Job analysis

8. How many training Man days do you have in a year per employee

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9. How do you select the employees in your organization for training?

- a. Top 10 rated employees in the performance were selected for training for further improvement
- b. Least 10 rated employees in the performance were selected for training
- c. Batch wise training will be provided on a continuous basis
- d. Department wise training will be provided

10. How many days of induction training is provided to the executives in your organization?

---

11. From where does the management source the training and development experts for conducting the in house program?

- a) From best in class industry source
- b) Freelance consultants
- c) Professional service providers
- d) Mix of internal and external experts

12. How does the HR department ensure that T and D programs are imparted in an effective manner to its employees?

- a. Employees reactions will be measured by using the feedback forms
- b. Pre – tests and post – tests will be conducted and the results are compared
- c. The improved job performance of the employees will be measured
- d. The enhanced productivity of the company will be measured
- e. Employee turnover rate calculated before and after the training

13. What are the steps taken by the HR department to make the employees actively participate in the organizations' T and D programs?

- a. Clearly defining the vision of training program
- b. Proper arrangements at the training centre.
- c. Interaction between trainees and trainers.
- d. Providing promotions and appraisals or any other benefits after the training programs

- e. Implementation of incentive programs
- f. Generating trust and creating a supportive environment to the employees
- g. Others, if any \_\_\_\_\_

- Do you feel that your employees have been really benefited from the T and D programs offered by your organization?
  - Yes
  - No
- 

14. Do you feel that the levels of job satisfaction of your employees have been improved as a result of your organizations' training and development programs?justify

- Yes
  - No
- 
- 

### **Part B: Performance Appraisal**

15. Do you have a formal appraisal system in your organization?

- Yes
- No

16. Who is responsible for initiating and ensuring the administration of Performance Appraisals

- a. Immediate supervisor
- b. Next level supervisor along with immediate supervisor
- c. HRD dept
- d. Committee

17. What Method of performance appraisal do you follow for your Executives?

1. Confidential Report
2. MBO
3. 360°
4. Any other

18. How many times in a year does your Human Resource Development department evaluate employee performance?

- Ones
- Twice
- Three times
- Quarterly

19. What are the criteria for evaluating employee performance

- a. Targets accomplished (KRA's)
- b. Efficiency level
- c. No. of years of service
- d. Absenteeism
- e. Productivity
- f. Number of complaints

20. What are your objectives in conducting performance appraisal?

- a) Identify gaps in desired and actual performance
  - b) For training needs assessment
  - c) Compensation/ salary decisions
  - d) Promotions
  - e) Job enrichment
- 

21. **What action is taken towards un favourable Appraisal Reports?**

- a Issue of warning letter.
- b) Withholding annual increments
- c) Counseling and coaching



d) Arrange suitable training to given to him

22. What reward is given to a good performer?

- a) Appreciation letter
- b) Up gradation or higher responsibility
- c) Special increment
- d) Any Other

- Do you think that the performance appraisal system followed by your Human Resource Development department motivate the employees towards performing better at workplace?
- Yes
- No

25 Do you feel that your employees are happy with the organizations' present performance appraisal system?

- Yes
- No

26 Do you feel that the levels of job satisfaction of your employees have been improved as a result of your organizations' present performance appraisal system

Place

Signature of the Respondent

Thank you for your valuable time.

## QUESTIONNAIRE 2

Dear Respondent,

This questionnaire is a study titled “A study of Human Resource Development Practices in Pharma Sector in Goa: an exploratory study”-A study being conducted for PhD Program, Dept. of Commerce, Goa University Goa.

Your reply to this questionnaire is highly valuable and extremely important to assess and evaluate the perception of employees towards the two HRD practices namely Training and Development and Performance Appraisal in a Pharma Company.

I assure you that information supplied by you will be kept confidential and in no way disclose your identity or the identity of your organisation if you so desire. This information shall be used only for academic purpose.

### QUESTIONNAIRE NO 2 (FOR EMPLOYEES)

#### **Personal Profile:**

- a. Name(optional) \_\_\_\_\_
- b. Age
- less than 25
  - 25 – 30
  - 30 – 45
  - 45 – 55
  - 55 & above
- c. Gender
- Male
  - Female
- d. Educational Qualification
- Diploma
  - Graduation
  - Master degree

- Doctorate
- Others

e. Name of the organization (optional) : \_\_\_\_\_

f. My Organization is

- Indian company
- Multinational company

g. Department: \_\_\_\_\_

h. Designation: \_\_\_\_\_

i. Work Experience in Years

- Less than 3 years
- 3 – 10 years
- 10 – 15 years
- 15 – 20 years
- More than 20 years

**Human Resource Development practices followed in the organization**

1. Does your company's Human Resource Development department implement the training and development activities for the employees in an effective way?

- Yes
- No

2. Does your company's Human Resource Development department implement the performance appraisal practices for the employees in an effective way?

- Yes
- No

### 3. TRAINING AND DEVELOPMENT PRACTICES

Comment on your perception towards training and development practices in your organization. SA-Strongly Agree, A-Agree, CS-Can't Say, D-Disagree, SD-Strongly Disagree

Sr no	Statements	5 SA	4 A	3 CS	2 D	1 SD
1.	Our organization conducts extensive training programs for its employees in all aspects.					
2.	There is a systematic training plan in my organisation.					
3.	Training needs identified are realistic useful and based on The business strategy of the organization.					
4.	Employees are selected for undergoing training and development on the basis of relevant training needs.					
5.	Induction training provides an excellent opportunity for new comers to learn comprehensively about this organization.					
6.	Training programs are handled by competent faculty.					
7.	Training objectives and content is adequately explained to the trainees much ahead of the training programs.					
8.	Layout and physical environment of the training location is suitable for effective learning.					
9.	Quality of company training program in this organization is excellent.					
10.	There is a well designed and widely shared training policy in the company					

### 4. Training and Development and Employee Job satisfaction

Do you think Training and Development practices /programs conducted in your organization provide job satisfaction?

- Yes
- No

5. Rate the extent to which the training and development practices of your organization resulted in your job satisfaction. (SA- Strongly Agree A- Agree N-Neutral D-Disagree SD- Strongly Disagree)

Sr no	Statements	5 SA	4 A	3 CS	2 D	1 SD
1.	I am satisfied with my training opportunities					
2.	Training gives me opportunity to learn and grow					
3.	Training programs have improved my decision making skills					
4.	Employees are encouraged and sponsored to attend seminars and workshops					
5.	I feel better equipped to tackle unexpected events with skill and confidence					
6.	My working relationship between my colleagues in other departments has improved.					
7.	I am satisfied with the quality of training programs available to me in the organization.					
8.	My company has provided me sufficient job related training.					
9.	Adequate time is provided for employees returning from training to reflect and plan improvements.					
10.	In the positions that I have held in my company have often been given additional challenge after the training program.					
11.	Training programs have played a very important role in enhancing my job satisfaction.					
12.	Training and Development helps in developing confidence in my job					
13.	Employees who use their training are given preference for new assignments.					

## 6. Performance Appraisal Practices

Comment on your perception towards the performance appraisal system in your organization

(SA- Strongly Agree A- Agree CS- Can't Say D-Disagree SD-Strongly Disagree)

Sr no	Statements	5 SA	4 A	3 CS	2 D	1 SD
1.	Our organization appraises the performance of its employees at regular intervals					
2.	Performance Appraisal aims at improving employee performance and strengthening our job skills					
3.	Periodic orientation programs are conducted to explain the objectives and other details of the appraisal system					
4.	Performance is measured on the basis of objective quantifiable data					
5.	Performance Appraisal system is growth and development oriented.					
6.	Employees are provided performance based feed-back and counseling.					
7.	Appraisal data is used for making decisions like job rotation, training, compensation, promotion etc					
8.	Performance Appraisal system gives proper assessment of employees contribution to the organization.					
9.	There is a formal and written self appraisal.					
10.	Performance Appraisal helps interested appraiser and appraisee to have a clear understanding of each appraiser's job					

## 7. Performance Appraisal and Job Satisfaction

Do you think that the performance appraisal system followed in your organization provides job satisfaction?

- Yes
- No

8. Rate the extent to which the performance appraisal system followed in your organization resulted in your job satisfaction. (SA- Strongly Agree A- Agree CS-Can't Say D-Disagree SD-Strongly Disagree)

Sr no	Statements	5 SA	4 A	3 CS	2 D	1 SD
1.	Employees are satisfied with the performance appraisal system.					
2.	The management periodically provides feedback on the good and the bad aspects of an employee's work and where he/ she must improve by way of performance appraisal.					
3.	The appraisal system encourages open communication between each appraiser appraise pair through performance review discussions					
4.	He appraisal system has a scope for correcting the biases of the reporting officer through a review process					
5.	I am satisfied by the information I receive from my supervisors about my performance.					
6.	Performance appraisal system plays an important role towards enhancing my job satisfaction.					
7.	Performance appraisal system has a strong influence on individual and team behaviour and raises the morale of the employees					
8.	Performance Appraisal system encourages career growth and also enhances the chances					

	of promotion.					
9.	The appraisal data is used by Hr Department for recognition and encouragement of high performer sand desirable behaviour					
10.	The Hr Department actively reviews each appraisal and discusses them with the line managers.					
11.	Performance Appraisal system motivates me to complete the job in time in an efficient manner					

Date:

Signature of the respondent

Place:

**Thank You for your valuable time!**



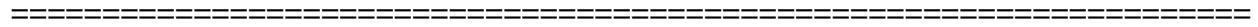
# **ABSTRACTS OF THE RESEARCH PUBLICATIONS**

## ***A STUDY OF EMPLOYEE'S PERCEPTION TOWARDS THE PERFORMANCE APPRAISAL SYSTEM IN PHARMACEUTICAL INDUSTRY***

### ***Abstract:***

In the world of globalization, there is a lot of competition in the market .Furthermore; there is a lot of competition among different organizations, among the organizations having similar products and also within one organization. The overall success of each and every organization depends upon the quality of its employees. Especially for pharmaceutical industry skilled and efficient employees are a must as it requires specialized technical and scientific knowledge and expertise and there is zero tolerance in terms of developing quality products and service .In order to attain these objectives HR plays a vital role and one of the most used tools by HR in order to ensure skilled and efficient employees is performance appraisal.

The paper is based on both primary and secondary data. The secondary data is collected from the books, journals, magazines, internet etc .Primary data was collected from the respondents by using a questionnaire of 10 items. A sample of 265 (executives) employees from 7 large Indian and 7 multinational pharmaceutical companies having their plants in Goa constituted the sample for the study. Simple random sampling was adopted to collect the data to check the reliability and validity of the data Cronbach's coefficient alpha test was carried out, a structured questionnaire was administered to the respondents and the results are validated using statistical tools. The study revealed that the performance appraisal system of all the 14 pharmaceutical companies were objective and gave proper assessment of the employee's contribution to the organization. Most of the MNCs have online appraisal system



### ***PHARMA INDUSTRY IN GOA: AN OVERVIEW***

The pharmaceutical industry develops produces and markets drugs or pharmaceuticals licensed for use as medications .This a highly technology driven industry. The business environment is very dynamic and there are continuous in regulatory requirements, quality requirements as well as government policy regarding price controls approvals etc. Naturally to exist and succeed, a pharmaceutical company needs to be able to have dynamic and evolving strategies with regard to innovation in product developments awareness of regulatory requirements including protocols for clinical studies, bioequivalence studies etc.

Presently there are about 75 successful pharmaceutical units developed in the past 15 years, with the majority involved in CRAMS for the developed countries .The policy of Goa supports clean industries like IT and Pharma. Progressive FDA leadership, good port connectivity, availability of trained manpower, fair share of electricity from the national grid and potential of good water supply makes the state a good target for becoming a pharma hub. The state of Goa has 75 pharmaceutical units with their own independent state of the art of manufacturing facilities, manufacturing almost all categories of formulation. Goa based pharma industry is a mix blends of domestic and export production an investor friendly destination and government of goa is also proactively supporting the pharma industry .It is said by various industrial experts that Goa still continues to be an ideal destination for the pharma industry. There are many companies that have enjoyed tax benefits in Goa and expiry of tax benefits has not deterred them continuing their business here. Many of them have even expanded their operations in the state. The Marmagoa

port was notified port for exports in December 2011 and the notification of MPT for pharma imports came on 17th July 2012 previously pharma exports were shipped from The Jawaharlal Nehru Port Trust (JNPT) in Mumbai. With exports now being routed through Mormugao, manufacturers will save logistical costs of Rs 35000 per container and also reduce the time delay. Goa has to keep its identity which is unique and green. This puts limitation on expanding the industry which pollutes the environment. Fortunately pharma industry is non-polluting and due to its compact size plants, it does not vitiate the surroundings of Goa. Almost every major company has set up its base in Goa. There are some developments for the pharma industry in Goa to rejoice such as a new sub-zonal and post office has been opened by the Central Drug Standard (CPSCO) in Goa to facilitate export of pharma products. This office has been authorized to issue a certificate on behalf of World Health Organization-Good Manufacturing Practices (WHO-GMP) to the exporters. It has been said this move is a boon for Pharma manufacturers of the state and would give industry in Goa a boost to pharma exports. If the industry experts are to be believed this is just a beginning in future many chapters shall be added to the success story of pharma.

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***IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE  
PERFORMANCE - A CASE STUDY***

**ABSTRACT**

Human resource is the main resource and is considered a backbone of every organization. Their growth and development are essential parameters for the improvement of people and creating a

conducive working environment. The importance of Human Resource Management to a large extent depends on Human Resource Development and Training. No organization can get a candidate who exactly matches with the job and the organizational requirements .Training is very important to develop the employee and make him suitable for the job. Every organization should develop the employee according to the need of the time so that they could compete with their competitors. It is difficult for an employee to perform well at the job without any pre training; it increases the efficiency and effectiveness of both employees and the organization. The employee performance depends on various factors but the most important factor of employee performance is training although it is costly to train the employees but in the long run it gives back more than it took of an organization. Effective training is an investment in the human resource of an organization with both immediate and long range returns. Although training and development is basically related to employee but its ultimate effect goes to organization itself. It has a distinct role in achievement of organizational goals by incorporating the interests of organisation and workforce. Training changes attitudes, knowledge and skills of employees.The objectives of this study is to understand the attitude of employees towards training programs and to know the effect of training and development on the employee performance in a manufacturing organisation in the state of Goa.

Key words :Employees-Performance-Training and Development-Efficiency-Effectiveness

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## ***TRAINING AND DEVELOPMENT: A COMPARATIVE STUDY OF INDIAN AND MULTINATIONAL PHARMA COMPANIES IN GOA.***

### ***Abstract***

Human Resources are the backbone, the most valuable assets and living part of an organization that can make things happen. It is often believed that an organization and its employees have to develop and progress simultaneously for their survival and attainment of mutual goals. Therefore it is necessary that every modern organization should develop its organization through human resource development. Employee training is the important sub system of human resource development. Training is often looked upon as an activity that changes people's behaviour, it enables the employees to master the knowledge, skills and behaviours emphasized in the training programmes and apply them to their day to day activities. The present study aims at examining the employee perception towards training and development practices in Indian and Multinational Pharma companies in Goa state. A sample of 265 executives was selected at random from 10 pharma companies by using a structured questionnaire. Employee perception towards the training practices was measured on five point likert scale. The study revealed that the employees working in Multinational Pharma companies had a better perception towards the training and development practices than those working in the Indian Companies.

Key words: Training and Development, Employee perception, Pharma companies

***SPLIT INTERNATIONAL JOURNAL OF PROFESSIONALS***