

Assessment of Capacity Building Initiatives of Selected Retail Chain of Pharmacies in UAE

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ABSTRACT

Today's dynamic organizational environment demands employees to be up to date in terms of required skills that allow them to accomplish complex tasks in a cost effective, efficient and safe manner. Training serves as a tool that sharpens performance improvement whenever employees are not performing according to specified standards. The assessment of capacity building initiatives in selected retail chain of pharmacies is crucial in determining the path towards organizational efficiency. This study explored the level of training need assessment practices among employees (n=50) being carried out by selected retail chain of pharmacies in the UAE. The study employed the descriptive method utilizing survey questionnaires. The findings yielded very positive results that training helped the retail chain of

pharmacies improve its performance to be at par with its competitors. Specifically, the pharmacies focused on the assessment of training and development programs that further helped improve its operations. There is a recommendation that technology be integrated to sustain the organizations' efficiency and effectiveness.

Key words: Assessment of capacity building initiatives, Retail chain of pharmacies, Descriptive design, United Arab Emirates

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INTRODUCTION

Assessment of training is an important factor which determines the path towards organizational efficiency. Training assessment is an ongoing process that helps in gathering data that determines what training is required by the employees so that organizational objectives can be facilitated (Ferreira RR, Abbad Gd, 2014).

The significance of training assessment can be understood by the fact that organizations that conduct training programs without assessments are always at risk of either overdoing it, which is a waste of time and resource, under doing it which results in insufficient outcomes, or missing crucial requirements, which is again not only insufficient in terms of gaining organizational objectives, but also results in resource waste (Banerjee R and Luckner JL, 2013).

The dynamic organizational environment of today requires employees to be up to date in terms of required skills that allow them to accomplish complex tasks in a cost effective, efficient and safe manner. Training is a tool that allows performance improvement and is needed whenever employees are not performing according to a certain set standard or are not giving the performance expected of them.

The difference between the actual employee performance and the expected level of job performance indicates the training need for the employee (Kunche A, *et al.*, 2011). The process of finding this difference is the need assessment process. Identifying training needs is the very first step towards uniform instructional design method.

Effective training assessment process will not only identify the kind of training required rather it will also identify the individuals that require it (Arshad MA, *et al.*, 2015). As mentioned before it is counterproductive to train individuals who do not require it or offer the wrong kind of training. Training assessment allows organizations to put its training resources into effective and efficient use. Without a clear understanding of what the exact training needs for an organization any or all efforts in wake of training are at the best useful only randomly, and at worst completely useless.

Problem statement

There has been no study of selected retail chain of pharmacies related to the practices of the organization's training need assessment. Realizing the importance of training of employees for an organization and the significance of training needs assessment to carry out efficient training sessions calls out for a comprehensive study being conducted on how the organization currently assesses its employees' performance and how training requirements are decided upon. The problem therefore in the selected retail chain of pharmacies assessed the training need of its employees.

Research questions

The study is centered towards a selected retail chain of pharmacies and their training assessment practices, focusing on the following research questions:

1. What are the training assessment practices currently employed in selected retail chain of pharmacies?
2. Are these training assessment practices sufficient considering all required aspects and methods?
3. Are there any changes that should be made in the training assessment practices? What are they?

Research objectives

1. To determine the training assessment practices currently at selected retail chain of pharmacies.
2. To determine whether the current training assessment practices are sufficient considering all required aspects.
3. To recommend changes that should be made in training assessment practices.

The research allows insight to selected retail chain of pharmacies related to its training and development assessment needs whether or not and how its current practices are lacking and what solutions can be put up in place to counter these downfalls.

The study also analyzes the level of employee performance which is critical for assessing and predicting the potential barriers that exist between employee performance and organiza-

tional objectives (Bartram S and Gibson B, 2000).

Significance of study

The result of the study will not only reveal the contribution of training assessment for an organization rather it will also help in determining the organizational needs and how through employing different techniques can selected retail chain of pharmacies achieve more efficient returns from its training efforts, while enhancing their human resource capabilities.

The recommendations in the study can also be consulted as possibilities that could be implied to enhance employee performance in accordance to organizational goals, while offering the possibility of retaining efficient employees, while deciphering employees that either require training or need to be replaced to achieve effective end results in form of performance.

LITERATURE REVIEW

Training employees in an effective manner was not an easy task, and even though training was considered as an investment by businesses, however the cost of the process was not considered as such by the human capital theory (Bliss CJ, 2014). Even though several organizations claimed that they regularly engaged in training needs assessment and accordingly designed a training program, its effectiveness was never guaranteed until and unless the same was done following a systematic approach. Inadequate or inefficient need assessment could not only be a waste of time and resource, rather it could also have a deleterious effect on the actual performance of an organization.

Employees for any organization were considered as being the most important asset and that organizations were only as good as its employees (Zhang Y, 2014). Csath further highlighted that it was the people working in an organization through which sustainability could be achieved (Csath M, 2009). It was for the reason that organizations should had control over the attitude, skills, and the knowledge of its employees so that competitiveness could be maintained and organizational success can be sustained. Also, Bentley emphasized that the one best way to develop and found talent in employees was by means of training them. Generally training was referred to the planned efforts on part of the organization that facilitated the skills and knowledge of employees critical for successful efficient job performance (Noe RA, *et al.*, 2017).

Organizations regularly engaged in training programs as they considered it being beneficial for them, however in order to derive the best out of the training investments it was essential that it proceeded in a systematic manner, ensuring perfect achieving of organizational goals and objectives, by means of enhancing employee performance accordingly.

Living up to the many expectations of society, fellow associates and clients had increasingly become an essential organizational success requirement today (Popcorn F, 1991; Kaufman R and Russell JD, 1998). As a response to the ever-increasing demand that existed both externally and internally related to "training need assessment" was being recognized as a mainstay in present organizational management. Public and private sectors both were making huge strides towards prioritizing and identifying problems that existed in performance, resource requirement and intervention requests. Training Needs Assessment (TNA) thus considered, according to Leigh D, *et al.* as being the first step towards intervention in Human Resource Development (Leigh D, *et al.*, 2000).

Training needs assessment definition

A Training Needs Assessment was an exploration conducted in a systematic manner aimed towards identifying things the way they were and the way they should be. The 'Things' that are mentioned were associated most of the time with either the organization performance or the performance of

individuals (Stout D, 1995). A need assessment was designed to prioritize and identify need, need analysis on the other hand was all about breaking and identifying the existing need into small components and found solutions to those requirements (Watkins R and Kaufman R, 1996).

Keeping this in mind need assessment was defined as a process of investigation that was undertaken primarily to determine problems in performance and its nature, so that the underlying causes could be established and accordingly the deficiencies could be centered through training of employees (Erasmus B and Schenk H, 2008). Another definition of need assessment was given by Goldstein which he defined need assessment as the instructional process phase which was responsible for offering the necessary information to design an efficient training program (Goldstein IL, 1993).

The gap in training or the performance deficiency was the difference that existed between the standard required job and incumbent's present performance. Identification of training need or training assessment was the very first point in starting a training and development activity, and was not a routine procedure as it was required to be conducted in a very careful, concise and diagnostic way (Al Khayyat R, 1998).

The process of training assessment started off with the identification of a particular "Need" that was identified in different ways but generally defined as the existing gap between what currently exists and what was required today and also in future (Miller JA and Osinski DM, 2002). The prime purpose of the training need assessment process was to identify the need or requirements of performance that exists in an organization so that it could effectively direct all its resources towards areas that need it most and were closely related towards achieving organizational objectives and goal fulfillments, enhancing service and product quality along with improving productivity.

Given the significance of Need Assessment and how important it was to be conducted in a precise and concise manner so that all training resources could be effectively and efficiently used towards organizational and individual optimal performance, it was still not conducted in many organizations, owed to it being a complex process (Hill R, 2003). Hill R also defined that need assessment was a difficult process that was often faced with obstacles including lack of resources and it being a rather time-consuming job. Desimone *et al* further added to the argument that many organizations considered need assessment as being a totally unnecessary processed as information related to what an organization needs were already available. Also in several organizations, need assessment process was not supported in the manner it should be, as Human Resource Department officials failed in gathering support and convincing the top management of its need and significance (Reid MA and Barrington H, 1994).

Considering the issues another complete and concise definition of need assessment was given again by Miller JA *et al* in which he described need assessment as being the initial step towards the establishment of the program of training and development (Miller JA and Osinski DM, 2002). It was the foundation that determines the instructional objectives, the instructional program's design and selection, its implementation and its evaluation. All actions resulted in form of a cycle that repeatedly continuous, always starting off from the need assessment.

According to Erasmus B, *et al* the ultimate aim of a need analysis process was to firstly establish the current need of an organization, its relative significance, how and by what means it became apparent, how the need was defined, how can it best be centered or addressed, and what were the respective priorities (Erasmus B and Schenk H, 2008). A systematic and detailed need assessment addressed three major areas or key factors including the organization, the individual or employee and the job. Organizational assessment was focused at proposing a training program with

perspective of the rest of the organization. A major consideration in the entire exercise was investigating whether or not the training program that was or proposed was compatible with the objectives, mission, goals, strategy and culture of the organization (Van Dyk PS, *et al.*, 1997).

The process of training need analysis/assessment

The training need analysis was the very first step in the continuous cyclical process that led to overall educational strategy and training of organizational staff or a professional group (Gould D, *et al.*, 2004). The cycle started off with a systematic chain of consultations centered towards identifying the learning related needs of the considered population at hand. It was further followed by planning of course, implementation of that course and finally its evaluation.

The second step in the need analysis process was consideration of the job and its related responsibilities and duties. It was referred to as task analysis and several different methods can be used for the purpose. According to Erasmus B, *et al.* the main objective of training assessment part was to ascertain whether the task being performed was important and if training in it was essential (Erasmus B and Schenk H, 2008). It also identified the procedure using which training related to the job be imparted.

The perspective of the need assessment was to harvest data that helped in identifying not only the existing gaps between current and desired or required results, but also to prioritize those gaps and compare them based on the costs that incurred when the need was met compared to the cost incurred lest the need was ignored (Leigh D, *et al.*, 2001).

The last and final need analysis step was to make out the criteria that best served in judging the proposed training interventions, targeted towards yielding pay offs. Once the training assessment was done the identified gaps or training needs were next transformed into measurable goals and objectives that the employee or individual be able to achieve as a result of the training offered (Van Dyk PS, *et al.*, 1997).

Significance of training needs assessment

Training Needs Assessment was a systematic process that had at least four different phases, starting off with the need analysis or assessment of needs, towards designing of training and other relevant solutions, to delivering the solutions and finally evaluating the effectiveness of the delivered training towards the achieving of organizational objectives and goals (Reed J and Vakola M, 2006). Among the phases of the entire training cycle, the identification of the lacking training needs, or the Training Needs Analysis was the most important one of all as it aided primarily towards ensuring the effectiveness of the entire training process.

Training needs assessment approaches

There were two types of training assessment approaches that were considered including the reactive approach where the main focus was on the current existing gap in the performance of individuals, whereas the other approach was proactive approach, where future perspectives were considered (Arshad MA, *et al.*, 2015). The perspectives followed in these two approaches were considered in details in the sections below.

The reactive need assessment approach

According to the findings of Anderson the reactive need assessment approach had undergone extensive criticism related to its inability to link employee training needs with the organization's strategic objectives. Organizational events that occurred as reaction of increasing performance gaps based on current needs were not suitable in today's business world which was accustomed to rapid environment changes.

It was the future requirements and needs of an organization that was considered as being fundamental and crucial logic wise in maintaining the competitiveness and survival of a business, however sadly it was a part that

was largely ignored by organizations. The major issue that was identified related to constant job performance gap attention was the confusion and irrelevancy related to the concept of 'Job'. Anderson further stated that by the time the organization realized and identified a need and translated it into a training program to be delivered to the employees, the capacity and context of the need, along with its content were already past requirement, no longer required or in fashion and seemingly had lost their initially perceived influence.

The proactive need assessment approach

Owed on the weaknesses of the reactive approach of need assessment, a new proactive approach was introduced, instantly gaining a lot of popularity. The new approach focused on the idea that business environment be inspected by senior managers, based on their organizational environment judgment, considering the current and five year ahead stability factors. Since the approach was excessively responsive natured and future oriented, by the time the training process was over with, the results could be translated into real time performance efficiencies. Anderson who was an ardent supporter of the approach defined in his work "a proactive approach unlike the deficit models, actively sealed out ways to help people further developed existing strengths and encourage them to improve both the quality of their contribution to the organization and their life at work".

Models of training need assessment

Organizational analysis of need: Organizational analysis included the determining process of where in the entire organization the emphases of training should and could be implied (Ling L, *et al.*, 2014). Noe RA, *et al.* further added that organizational analysis included the considering of the strategic direction an organization follows inclusive of its mission, vision, values, etc and based on them relevant needs of training were assessed (Noe RA, *et al.*, 2017). Here it was also beneficial to discuss a concept delivered Van Dyk PS, *et al.* who also presented the three levels of training needs however he defined them as, Macro or organizational need analysis, Meso or Operational need analysis and Micro or individual need analysis (Van Dyk PS, *et al.*, 1997).

Operational analysis of need: Daniel S coined a new name for this type of analysis referring to it as job analysis or task analysis (Daniel S, 2003). Ferreira RR, *et al.* defined task analysis or operational analysis in the words of McGehe and Thayer as the process in which lack of job skills, knowledge and attitude is identified that is required to be emphasized in the training program (Ferreira RR, *et al.*, 2015).

Individual analysis of need: Individual analysis or person analysis was explained by Noe RA, *et al.* as the process which identifies who requires to be trained based on the deficiencies highlighted in their performance that reveal lacking knowledge, attitude or skills (Noe RA, *et al.*, 2017). Martin BO, *et al.* additionally discussed that the process of individual analysis should considered not only the current needs of training but should also ideally identify the training and development techniques that aided the individual was achieving expected performance levels that contributed towards the goals and objectives of the organization (Martin BO, *et al.*, 2014). One example of such was given by Daniels S who stressed that individuals that work in teams have different training needs compared to individuals who work solo (Daniels S, 2003).

MATERIALS AND METHODS

Methods of data collection referred to the instruments that can be used when the need assessment at an organization was being done. The training need assessment can be done via using qualitative and quantitative methods of data gathering. Daniel S stressed that organization mostly rely and trust the quantitative data methods as it offered hard facts and evidences related to the needs of training (Daniels S, 2003). Qualitative method on the other hand used the soft data available such as focus groups, inter-

views, observation, discussions, assessment centers and brainstorming sessions (Arshad MA, *et al.*, 2015). Mc Clelland explained that qualitative method was usually used when the analyst required exploring more on the discovered quantitative data. Waganhun however suggested that both quantitative and qualitative methods should be used to assess training need in organizations, so that more reliable and successful results are achieved.

Collection and analysis of data needed to focus on a number of approaches and methods to collect the data for the considered study to determine appropriate understanding. Meanwhile, it also helped the research determined the key focus on the study as per as nature of the study. The key theme behind working with a key focus on it avoid any hurdle within the study that might confused its final outcomes (Acton T and Golden W, 2003).

Research design

There were many types of research designs that helped the research to collect and analyze the data for the considered study such as casual research, descriptive research design, exploratory research design, and conclusive research design. For the considered study, descriptive research design had been considered in the study to determine to understand related to the study. The research study had focused on the collection of primary data collection but it had identified the key traits of the main theme of the research (Ment TN, 2011).

Data collection approach

There were three types of data collection approach primary, a secondary and mixed approach that helps the research to collect data using different methods. For the primary data, research has to focus on approaches such as interviews, surveys, questionnaire, and others. In order to collect secondary data, researchers focused on the analysis of researches and studies outlined by other authors to formulate understanding. While working on mixed approach, researchers considered the collection of both primary and secondary data to collect data for the considered study. For the specific study, primary data collection had been undertaken in the research to highlight the criteria of selected retail chain of pharmacies in the training of their employees (DeSimon RL, *et al.*, 2002).

Research strategy

In order to collect primary data for the considered study, the technique of survey questionnaire had been selected in the research to further conduct a survey analysis. Though the research study had focused on a determine approach, but there were a number of strategies and approaches that researchers undertook while evaluating the data. Some of these approaches included questionnaire, focused group interviews and others. However, the nature of the study required survey questionnaire based on a Likert scale to keep the scope of the study in control, while on the other hand to formulate understanding based on the opinion and responses of people working in selected retail chain of pharmacies.

Sample size

Sample size played an important role in collecting the data for the study. There were different types of sampling methods such as snowball sampling, random sampling, and others. However, for the considered study, random sampling had been considered within the research, a number of 50 participants were involved in the survey that had helped the research determine to understand related to the main theme of the study.

RESULTS AND DISCUSSION

The results of the considered study were conducted by using a questionnaire survey from 50 respondents associated with selected retail chain of pharmacies in UAE in context to employment. The data collected had been categorized in the research as per as their responses on Likert Scale and it has further evaluated by means of bar charts and descriptive statistics

to analyse trends and statistics of employee opinion for the related study.

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that training and development programs has helped the company to improve their work efficiency among its competitors. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is same as mean. The standard deviation of the figures is about 5.612486 with a range of 13 variances total sum of 50 employees participated in the interview (Figure 1 and Table 1).

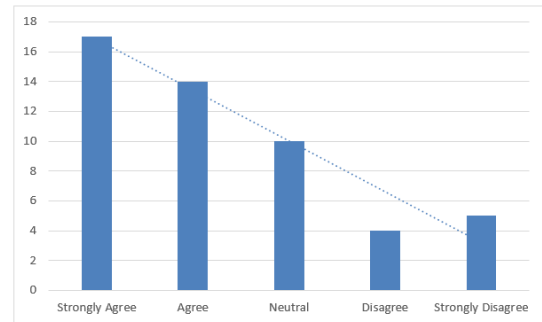


Figure 1: Training and development helps the company to improve its performance among its competitors

Table 1: Training and development helps the company to improve its performance among its competitors

Question 1	
Mean	10
Standard Error	2.50998
Median	10
Mode	#N/A
Standard Deviation	5.61249
Sample Variance	31.5
Kurtosis	-2.2328
Skewness	0.15555
Range	13
Minimum	4
Maximum	17
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that the assessment of training and development programs has helped the company to improve their internal performance while on the other hand, it also helps the organization to reduce the error margin within its services. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is about 8. The standard deviation of the figures is about 7.17635 with a range of 16 variances total sum of 50 employees participated in the interview (Figure 2 and Table 2).

Table 2: Assessment of training programs in an integral part of organizational performance

Question 2	
Mean	10
Standard Error	3.209361
Median	8

Mode	#N/A
Standard Deviation	7.17635
Sample Variance	51.5
Kurtosis	-2.70544
Skewness	0.236754
Range	16
Minimum	2
Maximum	18
Sum	50
Count	5

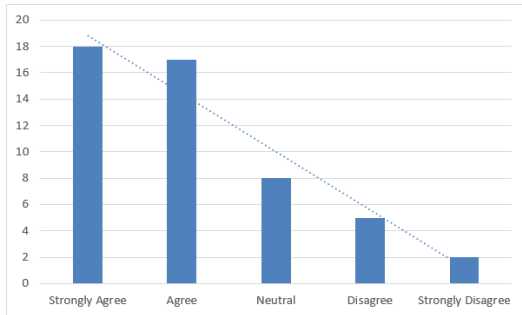


Figure 2: Assessment of training programs in an integral part of organizational performance

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that there is a major risk for the company considering the nature of operations on which the company is determining its operations. While on the other hand, it also helps the organization to reduce the error margin within its services. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 10. The standard deviation of the figures is about 3.674235 with a range of 13.5 variances total sum of 50 employees participated in the interview (Figure 3 and Table 3).

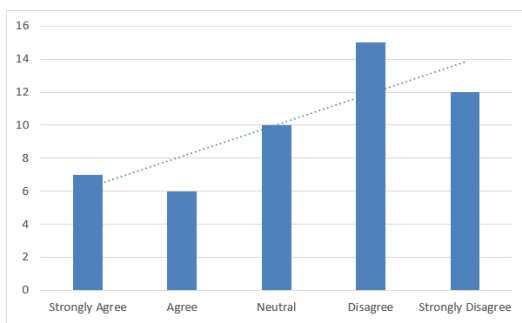


Figure 3: There are risks associated with training and development program for the company

Table 3: There are risks associated with training and development program for the company

Question 3	
Mean	10
Standard Error	1.643168
Median	10
Mode	#N/A

Standard Deviation	3.674235
Sample Variance	13.5
Kurtosis	-1.29218
Skewness	0.352807
Range	9
Minimum	6
Maximum	15
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that the management of the company has been working on the border line training and development program that further help them reach the international standards of operations. While on the other hand, it also helps the organization to reduce the error margin within its services. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 15. The standard deviation of the figures is about 5.196152 with a range of 27 variances total sum of 50 employees participated in the interview (Figure 4 and Table 4).

Table 4: The management of selected retail chain of pharmacies have reached its required skills and capabilities with the help of their training and development programs

Question 4	
Mean	10
Standard Error	2.32379
Median	10
Mode	15
Standard Deviation	5.196152
Sample Variance	27
Kurtosis	-1.60082
Skewness	-0.35639
Range	12
Minimum	3
Maximum	15
Sum	50
Count	5

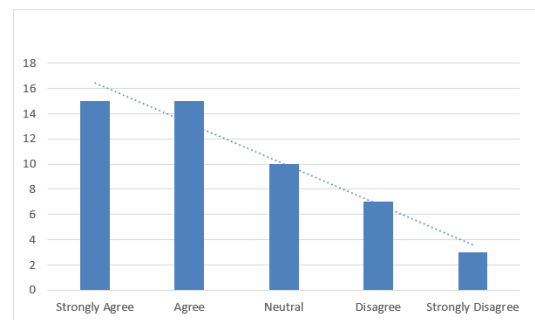


Figure 4: The management of selected retail chain of pharmacies have reached its required skills and capabilities with the help of their training and development programs

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that in case the training and development program of the company does not match its requirement, it might affect the performance of the company in a negative manner, therefore, it is important for the company's management to look over its standards training and development standards. While on the other

hand, it also helps the organization to reduce the error margin within its services. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 10. The standard deviation of the figures is about 6.595453 with a range of 43.5 variances total sum of 50 employees participated in the interview (Figure 5 and Table 5).

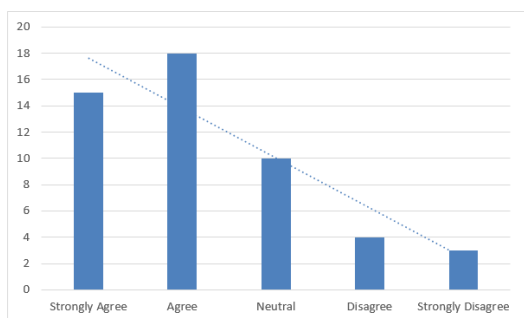


Figure 5: Any inappropriate training structure can affect the performance of the company

Table 5: Any inappropriate training structure can affect the performance of the company

Question 5	
Mean	10
Standard Error	2.949576
Median	10
Mode	#N/A
Standard Deviation	6.595453
Sample Variance	43.5
Kurtosis	-2.43916
Skewness	0.113279
Range	15
Minimum	3
Maximum	18
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of retail chain of pharmacies believe that the company has adopted a flexible approach to maintain its performance in the marketplace, they have been using alternative approaches from time to time to meet the standards of the international market. While on the other hand, it also helps the organization to reduce the error margin within its services. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 10. The standard deviation of the figures is about 6.284903 with a range of 39.5 variances total sum of 50 employees participated in the interview (Figure 6 and Table 6).

Table 6: Retail chain of pharmacies have adopted different models such as training practices within its practices that further help them meet their determined objectives

Question 6	
Mean	10
Standard Error	2.810694
Median	10
Mode	10

Standard Deviation	6.284903
Sample Variance	39.5
Kurtosis	2
Skewness	1.057386
Range	17
Minimum	3
Maximum	20
Sum	50
Count	5

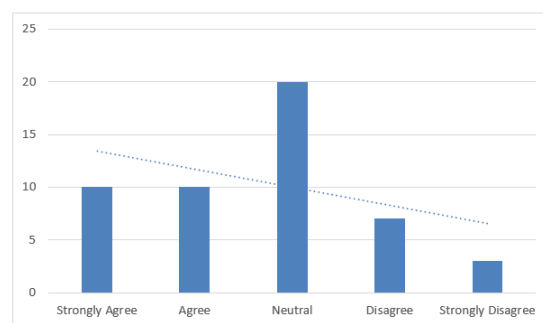


Figure 6: Retail chain of pharmacies have adopted different models such as training practices within its practices that further help them meet their determined objectives

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that the company has integrated its training and development program along with performance management to meet their requirement. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 12. The standard deviation of the figures is about 5.612486 with a range of 31.5 variances total sum of 50 employees participated in the interview (Figure 7 and Table 7).

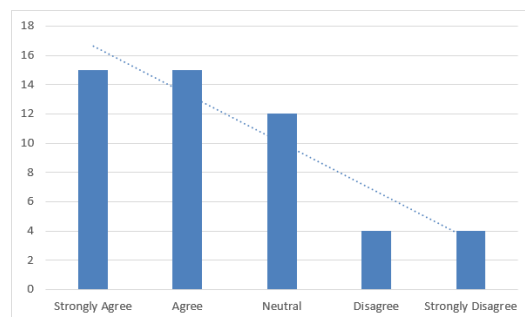


Figure 7: Training and development programs is a part of performance management of selected retail chain of pharmacies consider to meet the competition

Table 7: Training and development programs is a part of performance management of selected retail chain of pharmacies consider to meet the competition

Question 7	
Mean	10
Standard Error	2.50998
Median	12
Mode	15

Standard Deviation	5.612486
Sample Variance	31.5
Kurtosis	-3.13983
Skewness	-0.41008
Range	11
Minimum	4
Maximum	15
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that the company's management to evaluate the performance of their training and development program to meet the international standards. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 10. The standard deviation of the figures is about 3.535534 with a range of 12.5 variances total sum of 50 employees participated in the interview (Figure 8 and Table 8).

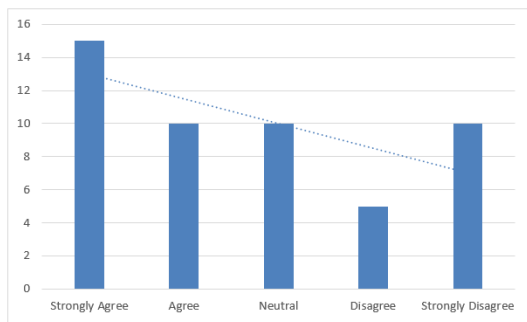


Figure 8: The employees of selected retail chain of pharmacies understand the value of the evaluation of training and development programs

Table 8: The employees of selected retail chain of pharmacies understand the value of the evaluation of training and development programs

Question 8	
Mean	10
Standard Error	1.581139
Median	10
Mode	10
Standard Deviation	3.535534
Sample Variance	12.5
Kurtosis	2
Skewness	0
Range	10
Minimum	5
Maximum	15
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that the company's management needs to focus on a developmental approach and strict development programs to create the urge for its employees to meet the international standards. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 10. The standard deviation of the figures is

about 5.612486 with a range of 31.5 variances total sum of 50 employees participated in the interview (Figure 9 and Table 9).

Table 9: Employees that underestimate the important of evaluation training program face a number of issues in meeting their goals

Question 9	
Mean	10
Standard Error	2.50998
Median	10
Mode	#N/A
Standard Deviation	5.612486
Sample Variance	31.5
Kurtosis	-2.2328
Skewness	0.155549
Range	13
Minimum	4
Maximum	17
Sum	50
Count	5

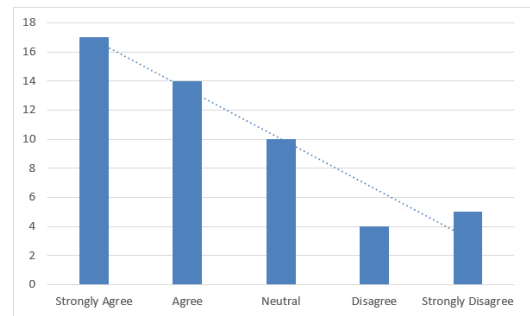


Figure 9: Employees that underestimate the important of evaluation training program face a number of issues in meeting their goals

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies neutrally believe that if the company continuous to work on the same pattern, it will face a number of issues in near future, therefore, it is essential for the company to focus on the approaches that can help them meet their objectives and sustain their position in the market among other companies. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 10. The standard deviation of the figures is about 6.284903 with a range of 39.5 variances total sum of 50 employees participated in the interview (Figure 10 and Table 10).

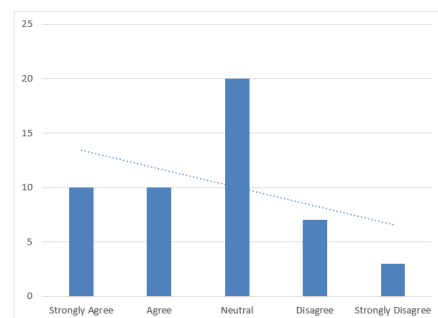


Figure 10: Considering the nature of selected retail chain of pharmacies, there is not specific evaluation conducted in this scenario that makes it the focus on the research

Table 10: Considering the nature of selected retail chain of pharmacies, there is not specific evaluation conducted in this scenario that makes it the focus on the research

Question 10	
Mean	10
Standard Error	2.810694
Median	10
Mode	10
Standard Deviation	6.284903
Sample Variance	39.5
Kurtosis	2
Skewness	1.057386
Range	17
Minimum	3
Maximum	20
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that currently it is important for the employees of the company to focus on the standard set by the company considering their training and development program as it will help the company to avoid any adverse effect of inappropriate training scheming. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 8. The standard deviation of the figures is about 7.17635 with a range of 51.5 variances total sum of 50 employees participated in the interview (Figure 11 and Table 11).

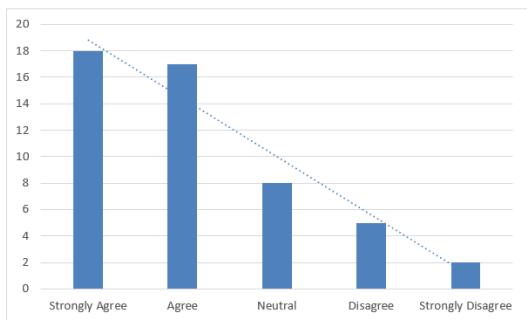


Figure 11: Training and development has helped the company to meet the organizational needs and requirement with the end goal to enhance the business of the company

Table 11: Training and development has helped the company to meet the organizational needs and requirement with the end goal to enhance the business of the company

Question 11	
Mean	10
Standard Error	3.209361
Median	8
Mode	#N/A
Standard Deviation	7.17635
Sample Variance	51.5
Kurtosis	-2.70544
Skewness	0.236754
Range	16

Minimum	2
Maximum	18
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that human resource management can help the company’s management to plan and control any of the adverse effect by working with flexible approaches with their employees. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 12. The standard deviation of the figures is about 5.612486 with a range of 31.5 variances total sum of 50 employees participated in the interview (Figure 12 and Table 12).

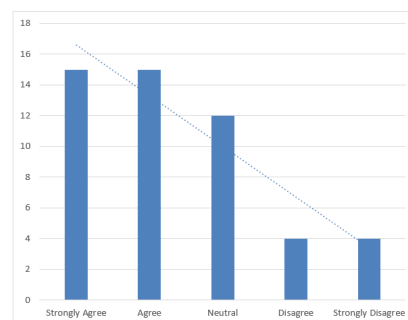


Figure 12: Human resource management of the company helps its employees to look over the approaches and strategies to satisfy their employees and involve them with organizational operations

Table 12: Human resource management of the company helps its employees to look over the approaches and strategies to satisfy their employees and involve them with organizational operations

Question 12	
Mean	10
Standard Error	2.50998
Median	12
Mode	15
Standard Deviation	5.612486
Sample Variance	31.5
Kurtosis	-3.13983
Skewness	-0.41008
Range	11
Minimum	4
Maximum	15
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that it is time for the company to focus on any change management approach to handle their training and development program appropriately. It can also help the company to manage its operations and sustain their position in the marketplace. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 8. The standard deviation of the figures is about 7.17635 with a range of 51.5 variances total sum of 50 employees participated in the interview (Figure 13 and Table 13).

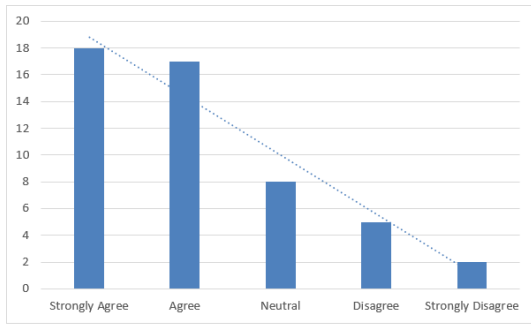


Figure 13: A suitable change can help the company look over the approaches that can control the negative aspects of employees conflicts

Table 13: A suitable change can help the company look over the approaches that can control the negative aspects of employees conflicts

Question 13	
Mean	10
Standard Error	3.209361
Median	8
Mode	#N/A
Standard Deviation	7.17635
Sample Variance	51.5
Kurtosis	-2.70544
Skewness	0.236754
Range	16
Minimum	2
Maximum	18
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that the company can evaluate its internal planning by evaluating the whole internal environment of the company with the help of any strategic approach to identify the issues that might affect the performance and operations of the company in forthcoming. It can also help the company to manage its operations and sustain their position in the marketplace. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 10. The standard deviation of the figures is about 5.612486 with a range of 31.5 variances total sum of 50 employees participated in the interview (Figure 14 and Table 14).

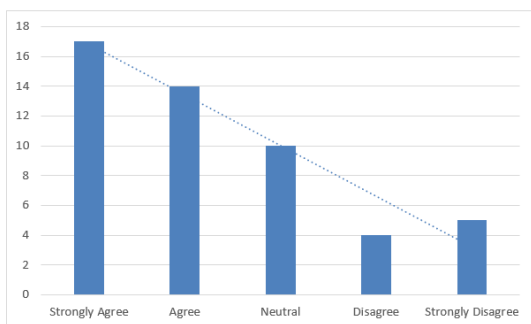


Figure 14: By conducting evaluation session, the HRM of the company is able to handle, control, and command the operations of the company

Table 14: By conducting evaluation session, the HRM of the company is able to handle, control, and command the operations of the company

Question 14	
Mean	10
Standard Error	2.50998
Median	10
Mode	#N/A
Standard Deviation	5.612486
Sample Variance	31.5
Kurtosis	-2.2328
Skewness	0.155549
Range	13
Minimum	4
Maximum	17
Sum	50
Count	5

Considering the above graph, majority of the employees working within the framework of selected retail chain of pharmacies believe that it is a fact that the company needs to focus on evaluation program, however, in order to extract appropriate results, it will be appropriate for the company to empower its HRM by all means. It can also help the company to manage its operations and sustain their position in the marketplace. The ratio of employees believing in other facts is relatively low in compare to acceptance level. The same ratio has been observed in descriptive statistics. The mean of the total statistics is 10 whereas the median is also 10. The standard deviation of the figures is about 3.535534 with a range of 12.5 variances total sum of 50 employees participated in the interview (Figure 15 and Table 15).

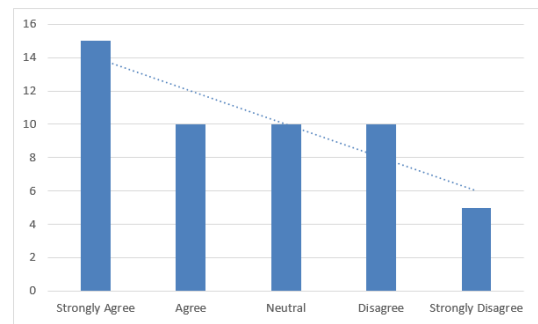


Figure 15: To conduct training evaluation, it is important to handle the evaluation responsibility to the most professional and neutral HR member of the company

Table 15: To conduct training evaluation, it is important to handle the evaluation responsibility to the most professional and neutral HR member of the company

Question 15	
Mean	10
Standard Error	1.581139
Median	10
Mode	10
Standard Deviation	3.535534
Sample Variance	12.5
Kurtosis	2
Skewness	0

Range	10
Minimum	5
Maximum	15
Sum	50
Count	5

CONCLUSION

In order for an employee to perform in the best way possible a task, there were some basic components and factors that needed to be in place and among them was the fact that the employee should have the necessary skills for the job. Training programs had the capacity to not only develop the capabilities and skills of the employee, but to also sharpen their thinking ability and creativity. It turned aids the employee to approach situations in a better manner, made better decisions in speculated time spans and in a better and more enhanced manner. In the context that an employee was properly trained they were likely to be highly motivated and dedicated to their work which reciprocated in the overall individual and overall productivity of the concerned organization.

Training need assessment was crucial which determined the importance of the employee efficiency. It could be a very important tool in selected retail chain of pharmacies in the overall process for improving the employees' performance by developing their skills and knowledge. The research therefore had gone through different assessment in order to determine the required needs of trainings for selected retail chain of pharmacies employees.

In reference to the followed respected methodology of the research to fulfill the research objectives, the overall finding had been found positive. The research found that the training and development helped the company to improve its performance in order to gain the market competitiveness. The assessment showed that the risk associated with training and development program for the company was very low from people's perspective and finding. The management of selected retail chain of pharmacies had reached its required skilled and capabilities with help of training and development programs. In addition to the training programs, it was found that any inappropriate training structure could affect the performance of the company. However, it had been found from the people's feedback that the company had adopted different models such as training practices within its practices that further helped them met their determined objectives. Moreover, it was found that employees that underestimated the importance of evaluation training program faced a number of issues meeting their goals.

The ability of an individual identified to relate with a specific organization based on training programs created a strong connection found between the performance and efficiency of the employees. The training need assessment programs guaranteed the staff of a high existence of a suitable working environment. In conclusion, it was evidence that the reaction of the people in the study shows that more than half of those surveyed were on opinion that employee performance was affected by training programs.

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