

Examining the impact of Training and Development on Employee Engagement in Bangladesh Pharmaceutical sector

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Abstract

Bangladesh Pharmaceutical sector has recently shown increased activity and highly potential as a future growth area. This sector is one of the most developed hi tech sectors which is contributing in the country's economy to a great extent. After the promulgation of Drug Control Ordinance - 1982, the development of this sector was accelerated. Many factors including social, economic and environmental factors affect the prospect of the pharmaceutical industry in Bangladesh. Since the industry is knowledge driven, the prime focus of all organizations is on the development and engagement of its people which is regarded as one of the most important assets. Retaining and engaging efficient and experienced workforce has become one of the major challenges for the leaders and managers of the industry. Effective Training and Development interventions help organization working collaboratively towards a common goal. Appropriate training develops a cohesive culture and empowers employees to make the right decisions in line with the organization's goals. This study examines the role of Training and Development on employee engagement in context of Pharmaceutical sector and make recommendations to the managers and leaders of the organization regarding the strategies to improve employee engagement based on the research findings. A quantitative research design was used to select 100 employees randomly as research participants from the different levels of the organizations in Bangladesh Pharmaceutical Industry. Self-administered questionnaires were designed to address various components of the constructs for collecting opinion of the respondents. Different statistical techniques such as descriptive statistics, regression and correlation analysis were used for data analysis. The statistical analysis shows that Training and Development is significantly correlated with employee engagement of Bangladesh Pharmaceutical Sector. Implications of the study for managers and policy makers in context of human resource practices have also been discussed. Limitations and guidelines for future research are also provided.

Keywords: *Training and Development, Employee Engagement, Pharmaceutical Sector*

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I. Introduction

Pharmaceutical industry is a healthcare oriented entity where the strong commitment and efforts of employees are essentially required for its successful and safe operation. To ensure wholehearted support from the employees of the organization it is required to get them engaged at workplace which is governed by some factors. In present situation it is important for the organizations to be prepared to gain a sustainable competitive advantage through engaging and utilizing its people and also addressing various concerns of the employees. In this aspect, Training and Development has become an important part of management in organization, especially when the company is concern about the employee engagement and its performance improvement. Training and Development is one the key determinants that drives employee engagement at work in order to keep employees prepared to deliver the expected results or far beyond the expected results for the organizations. keeping employees engaged is very crucial for delivering the discretionary effort from the employees above and beyond the call of duty. Training and Development has become now one of the major factors and powerful tools that will affect heavily on how the employee will engage in their work and perform accordingly. The primary objective of providing Training and Development is to encourage and motivate the employees to do their best to achieve desired goals through improving their knowledge, skills and ability. Training and Development should be closely aligned with organizational strategies that could be designed to faster innovation to provide unique products or services. Kirke (2012) argued that engaged employee having the needed knowledge, skills and proficiency is critical for any organization seeking growth and success in business. In the current dynamic business scenario, training and development has been considered one of the key elements in keeping employees engaged and staying competitive in the business. Appropriate design of training and development nurtures talent and leads increasing the level of engagement which contribute for enhancing employee performance by

widening their skill level. Thus, organizations now-a-days rely on training and development as one of the most effective solutions to address all these requirements in promoting employee engagement.

Employee Engagement is the commitment of an employee towards his or her organization and the eagerness to perform beyond expectations which is the ultimate expectation of employers from employees. Engagement does not only mean job satisfaction, it is much more than satisfaction. Engaged employees are inspired, devoted and motivated in making better results for the business. An engaged workforce who possess the necessary skills, knowledge and expertise is crucial for any organization who wants to achieve high levels of business success. In this current challenging and competitive business environment, focusing employee engagement has no alternative in improving individual as well as organizational performance and also achieving competitive advantage. Due to its increasing importance in the field of organizational behavior, there is need of empirical research on employee engagement particularly in the pharmaceutical sector of Bangladesh. Review of the literature reveals that a good number of studies were conducted to perceive the impact of Training and Development on various dependent variables such as employee satisfaction, employee retention, employee motivation and even on employee performance in the arena of human resource management, but very few research activities were done on employee engagement. Some of the studies were conducted in the service sector and also a few of the studies were covered manufacturing sector. Still there is a scarcity of similar research to be conducted in the area of pharmaceutical industry of Bangladesh.

II. Research Objectives

The primary objective of the study is to assess the role played by Training and Development in engaging the employees of Bangladesh Pharmaceutical sector. To do so the study set some specific objectives as under:

1. To identify the current status of Training and Development at the pharmaceutical sector of Bangladesh.
2. To establish the relationship between Training and Development and employee engagement at the pharmaceutical sector of Bangladesh.
3. To suggest what can be done to achieve optimum level of engagement using Training and Development programs for the betterment of both the organization and employee.

III. Literature Review

Training and Development

Training is often seen as a planned and systematic process of learning in the sense of acquiring, modifying, and/or developing knowledge, skills, and abilities (KSA) in order to improve employees' performance in the current job and prepare them for an intended job. Training is a process of learning a sequence of programmed behavior. According to MSC (1981) training is a planned process to modify attitude, knowledge or skill behavior through a learning experience to achieve effective performance in any activity or range of activities. Truelove (1992: 273) stated that Training endeavors to impart knowledge, skills and attitudes necessary to perform job-related tasks. It aims to improve job performance in a direct way. Sloman (2005) defined training is characterized as an instructor-led, content-based intervention leading to desired changes in behavior. Similarly, McLeod and King (1996: 25) state that training is 'any activity or course, either formal or informal (e.g. on-the-job) which has helped you to acquire the knowledge and skills to do your job. Ideally, training is best supplemented with practical, hands-on experience (Hughey and Mussnug, 1997).

Gansberghe (2003) defined development as a long-term process designed to enhance potential and effectiveness. It is also defined as the growth or realization of a person's ability, through learning, often from planned study and experience. Development can encompass a wide range of activities, including coaching and more formal educational commitments and experiences, and is generally used to encompass a wider scope than 'learning' or 'training'—which may, in fact, be included in the concept of development (Chartered Institute of Personnel and Development, CIPD 2007). The term 'development' in this sense is fairly recent, having appeared around the 1950s (Herr, 2001) and gradually coming to mean essentially the same thing as 'training'—with which it can even be used synonymously, according to such authorities as the Chartered Institute of Personnel and Development (2007). Kitson (2003), on the other hand, argues that this conflation of training and development is confusing and inappropriate. Instead, he distinguishes 'training' by defining it as 'a learning activity that is designed for immediate impact, for the job or role that one does at present.' Development, on the other hand, is 'a learning activity that is designed for future impact, for a role or job one will do in the future.' In

both cases, this suggests, 'learning' is the broader umbrella term under which both training and development are best understood.

Development is a related process of training covers not only those activities which improve job performance but also those which bring about growth of the personality, help individuals in the progress towards maturity and actualization of their potential capacities so that they become competent employee and hold greater responsibility. Training is a short term process utilizing a systematic and organized procedure by which managerial and non-managerial employees learn specific knowledge and skills for a definite purpose. Development is a long term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. Training refers only to instruction in technical and mechanical operations, while development refers to philosophical and theoretical educational concepts. Ideally, training is designed for managers and non-managers, while development involves only managerial personnel.

Employee Engagement

Employee engagement has emerged as a leadership tactic and philosophy which is big concern for every organization because of their increasing awareness in managing their human resources in such a way that can contribute to the business performance. According to Kahn (1990) the employee engagement is "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The cognitive aspect of employee engagement is concern about employee beliefs about the organization, its leaders and its work environment. The emotional engagement is concern whether the employees have positive or negative attitudes towards the organization and its leaders. The physical aspect of employee engagement is concern about the physical energies exerted by individuals to accomplish ultimate goals of the organization. Hence, according to Kahn (1990), employee engagement means to be psychologically as well as physically present when occupying and performing individual roles in an organizational. Employee engagement is measured by the amount of discretionary effort demonstrated by employees at work (Frank et al 2004. Truss et al (2006) stated that employee engagement is simply as a passion for work of employees, a psychological state to embrace with the three dimensions of engagement mentioned by Kahn (1990). Robinson et al. (2004) define employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is well aware of business context and works with associates to improve performance within the job for the benefits of the organization. The organization should require to develop and nurture employee engagement for maintaining a two-way relationship between employer and employee."

According to Perrin's Global Workforce Study (Perrin 2003) engagement is the willingness and ability of the employees to help their company succeed, largely by providing discretionary effort on a sustainable basis. Employee engagement has become today an emerging concept in business, management, organizational psychology and human resource development fields (Wollard & Shuck, 2011). Swarnalatha and Sureshkrishna, (2013) defined employee engagement as the extent to which employees think, feel and act in ways that represent high levels of involvement towards their organization. An engaged employee is very enthusiastic to deploy his/her knowledge, skills and abilities to contribute for the success of his/her organization. In their study Swarnalatha and Sureshkrishna, (2013) further describe that the employee engagement and job satisfaction play an important role in the development of the morale of the employees. Oliver and Rothmann, (2007) have declared that engagement of the employees is a position in which the employee dedicates his or her best possible performance at work and is confident of his or her effectiveness. Karsnia (2009) has mentioned that employee engagement is a very significant business driver that has the capacity to impact on organizational overall success. The impact of effective employee engagement includes employee retention, business results and loyalty towards the organization. According to Wilson (2009) the term employee engagement is more than job satisfaction and high retention rate. An engaged employee is that who is fully energetic, emotionally connected with the organization in achieving organizational goals and objectives. Mone and London (2010) defined employee engagement is "a condition of employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behavior". Literature shows that engaged employees help organizations in many ways such as increasing efficiency, improving customer satisfaction, enhancing productivity and reducing turnover rates. Managers and leaders of today's organizations intend to deploy workforce who are agile, enthusiastic, committed and willing to deliver greater return which are more than the expectations of the employer.

There are similar constructs related to employee engagement such as organizational commitment, job involvement, work engagement etc. Saks (2006) states that organizational commitment also differs from engagement in that it refers to a person's attitude and attachment towards their organization, whilst it could be argued that engagement is not merely an attitude; it is the degree to which an individual is attentive to their work and absorbed in the performance of their role. Job involvement is defined as 'a cognitive or belief state of

psychological identification' (Kanungo 1982:342). Job involvement has been defined as the degree to which a person psychologically identifies or committed to his/her job (Kanungo, 1982a). It is also considered as an extent one is cognitively preoccupied with, engaged in, and concerned with one's present job (Paullay et al., 1994). Work engagement is an active, positive work-related state that is characterized by vigor, dedication, and absorption (Schaufeliet al., 2006).

Role of Training and Development on Employee Engagement

In the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not. Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie & Hutchinson 2003; Harrison 2000) while others have extended to a general outlook of organizational performance (Guest 1997; Swart et al. 2005). In one way or another, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. In relation to the above, Wright & Geroy (2001) note that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

Robinson et. al. (2004) identified Training and development, performance appraisal, communication, equal opportunities and fair treatment, pay and benefits, health and safety, cooperation, Family friendliness and Job satisfaction as the main factors that lead to a feeling of valued and involvement which in turn enhances engagement in their IES (Institute of employment studies) engagement model. Roehl and Swerdlow (1999) conducted a research to analyze the attitude of Hotel employee towards training and its relationship with employee commitment. Factors like satisfaction, morale, quality of management and awareness to rules, had an indirect effect on training and employee commitment was also taken into consideration. The study was conducted in United States. The findings of the study suggested that training is substantial to the benefit of franchise lodging organizations because it not only has a direct positive relationship with perception of supervisor quality, morale and awareness of rules but also a significant indirect effect on organizational commitment.

Khan et.al. (2016) construed that training and development and job satisfaction are to important parameters of employee performance. In their study they made an attempt to study the effect of training and development on performance of the employee through job satisfaction. A sample of 105 employees from telecom companies in Pakistan were collected and analyzed. The results revealed that there is a positive impact of training and development on job satisfaction and performance of the employees. Thus they concluded that by investing in training and development programs job satisfaction among the employees will increase. Hence the satisfied employees will perform their assigned tasks responsibly and with best performance. Nkosi (2015) conducted a research in a Local Municipality located in Mpumalanga Province, South Africa with a prime objective of analyzing the effect of training on commitment of the employees, their performance and retention. A total of 130 responses were collected using convenience sampling. Data was analyzed using regression analysis and it was found that training had a significant impact on commitment of the employees, their performance and retention.

Deloitte (2015) in its refreshed model of engagement also highlighted training and development as growth opportunity which supports in improving the employee engagement in the organization apart from other factors like meaningful work, hands on management, positive work environment and trust in leadership. Tera and Ngirande (2014) studied the impact of training on employee job satisfaction and retention of employees at a selected tertiary institution. They collected data from 120 respondents using random sampling. They concluded that although employee satisfaction and retention have a significant positive relationship however, there is no significant relationship between training and retention of employees. Nawaz et.al. (2014) conducted a study in Pakistan to examine the relationship among training, empowerment, employee engagement and creativity. The results of their study exhibits that there exists a positive relationship between training and employee engagement. They validated the social exchange theory which states that organizations which invest in the employee training and empowerment are likely to build a sense of commitment among the employees. And this commitment ultimately leads to employee engagement which further enhances creativity of the employees. Costen and Salazar (2011) in an attempt to understand the effect of training and development on job satisfaction of the employees, their loyalty and intention to stay with the organization in lodging industry in the United States. Results of the study revealed that job satisfaction, loyalty and intention to stay are higher among employees who receive proper training and development in different areas to develop new skills. Owoyemi,

Oyelere, Elegbede and Gbajumo-Sherif (2011) construed that employee commitment towards organization can be enhanced through training. They collected 250 responses from employees and management staff of a financial firm in Nigeria. On regressing the data, it was revealed that there is a significant positive impact of different levels of training on employee commitment. And thus they concluded that on increasing the training in the organization the level of employee commitment towards their organization will improve. Hewitt (2011) defined six categories which drives engagement in an organization. These were: People which includes senior leadership, manager, coworkers, customers; Total rewards which includes pay, benefits, recognition; Company practices which includes practices: policies and people practices, performance assessment, company reputation; Work which includes work, resources, processes; Opportunities which includes career opportunities, learning and development and Quality of Life which includes work life balance.

A research Huang and Su (2016) was conducted to evaluate the effect of job training on the job satisfaction level of employees and their intention to stay with the organization. The study of the research defined job training as a structured effort by an organization to facilitate employees with job related learning, competencies, skills and attitudes. The study was conducted in a classroom setting by giving a survey to 150 employees working in various companies of Taiwan who received training in their organizations. The research concluded that training and development of employee work as a platform for providing a sense of success and progress in employees and also work as a powerful tool to shape the attitude and motivation of employees towards work hence improving employee engagement level in process. However, the main objective of the survey which was effect of training on satisfaction and retention of employee however resulted into an arguable relationship between job training and employees intention to stay in the organization (Huang and Su, 2016).

On the other hand, a study when tested a somewhat similar relationship between training and employee satisfaction and performance with the mediating role of employee engagement, the result came out to be positive. Basically the paper shows the mediating role of employee engagement which occurs due to training and development of employees and significantly influence the performance level of both that is organization and individual. The research was conducted using evidences from the health sector of Uganda by distributing questionnaire to 150 workers in hospitals founded by catholic organizations. Correlation analysis of the variables indicated a very positive relationship between training and employee performance through employee engagement. In elaborated way, it is concluded in the study that training positively affects the employee performance when employee engagement mediates between the two variables (Sendawula et al., 2018). Siddiqui (2019) showed that there is a significant impact of Training & Development and Communication on Employee Engagement in the banking sector of Pakistan.

From the literature review it is observed that many researches have been conducted to measure the influence of training and development on employee performance, employee satisfaction and even on organizational performance overall. It is realized that the appropriate training and development can greatly enhance organizational performance by nurturing talent and encouraging them to learn new things to improve individual capability. Most people want to feel that they are doing a good job and that they are valued by their organization for the part they play. Learning and development provides a way to address all of these human needs and greatly improves employee engagement. Companies who invest in their people through training and development are also viewed more favorably by employees than those in organizations who don't. It is thus imperative that organizations should invest in employees training and development activities to improve employee engagement. Many researches have empirically tested the impact of training and development on employee engagement in various sectors. With this premise the present study was conducted to see the impact of training and development on engagement among employees of Pharmaceutical sector of Bangladesh.

Conceptual Framework

The review of the various literatures has uncovered developing following conceptual framework (Figure 1) where Training and Development is independent variable and Employee Engagement is dependent variable.

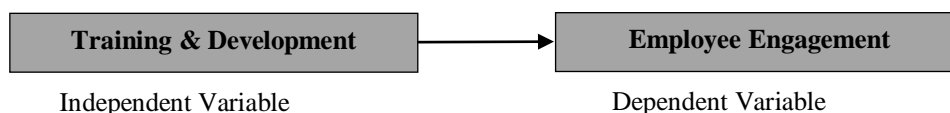


Figure 1: Conceptual Framework of the Study

Research Hypothesis

In order to achieve the objectives of the study, following hypotheses is formulated.

H01: There is no significant impact of Training and Development on employee engagement in the Pharmaceutical sector of Bangladesh.

Ha1: There is a significant impact of Training and Development on employee engagement in the Pharmaceutical sector of Bangladesh.

IV. Research Methodology

Data Collection, Sampling and Study Population

The present study is mainly survey in nature. The primary data has been collected through using self-developed structured questionnaire and interview method. The use of questionnaire enabled the researcher to collect original information from a large population that is geographically dispersed which would not have been possible under other data collection methods (Kothari, 2009). The survey questionnaire was designed to collect input from 100 employees of the 10 (ten) Pharmaceutical companies in Bangladesh. The companies were selected according to the rank of the company shown in IMS (Intercontinental Marketing Services) health care report quarter 1, 2019 which is organized on the basis of the market share within the industry (Table 1). The researcher considered the concentration ratio of the firms in selecting the sampling units. A Likert-type scale was used for survey items. The scale range was 1 = Strongly Disagree to 5 = Strongly Agree. The stratified random sampling was also used for selecting the respondents from the sampled organizations of the industry. The secondary sources of data used in the study includes books, internet search, company website, journals, annual report of the company, IMS health care report, DGDA, TAX authority and other regulatory bodies. The research also adopted a confidence level of 95% and the margin of error is 5% which is acceptable in social science research.

Table: 1 Sampling plan

Category/ Stratum	Concentration Ratio	Sampling Units Taken	Sample Size
1-20	88.98%	8	84
21-50	10.33%	1	10
51-150	0.69%	1	6
Total (150)	100%	10	100

Source: Author and IMS, MAT-03/ 2019

Data Analysis

Data was analyzed using a mix of descriptive and inferential statistics using Statistical Package for Social Scientists (SPSS) software. Descriptive statistics were used to describe data in terms of frequencies, percentages and standard deviations. To test the nature and strength of relationships between the study variables, inferential statistics using multiple regression were conducted. The study used Pearson product moment correlation to test nature and strength of correlation. Adjusted R^2 was used to explain the amount of dependent variable that could be explained by changes in the independent variable while standardized beta coefficient indicated the direction of the relationship (positive or negative). The study hypotheses were tested at 95% level of confidence. The p-values were used to determine whether the hypothesized relationships were significant or not (p-value < 0.05 indicating significant influence).

Validity and Reliability

The research model in this study includes two reflective constructs namely Training and Development and employee engagement. The main objective of questionnaire in research is to obtain relevant information in most reliable and valid manner (Hamed 2016). To evaluate whether the participants agree with the items and wording of the instrument in realizing the research objectives, face validity was used through using subject matter experts' viewpoints in respect of difficulty level of items, suitability and relationship between items and the main objectives of the instrument, ambiguity and misinterpretations of items and obscurity of the meaning of the words of the items in the instrument. The researcher also used content validity, the quantitative method, to evaluate whether a measure represents all facets of the construct including the clarity of items based on Content Validity Ratio (CVR). Using the formula of $CVR = (N_e - N/2)/(N/2)$, it was found that the CVR value of various items is bigger than .56. Hence, the items in the instrument is valid and accepted (Lawshe, 1975).

After the expert review of validity test the pilot study was conducted in order to confirm the reliability of the items. The pilot test seeks to answer the question, does the questionnaire consistently measure whatever it measures? Internal consistency reliability was used in order to test whether the questionnaire consistently measure whatever it measures. To test internal consistency, the results of Cronbach's alpha obtained for the constructs are shown below in Table 2 which was found from the pilot study.

Table 2 Pilot Study – Cronbach's Alpha

Sl. No.	Variables/ Constructs	Number of Items	Cronbach Alpha
1	Employee Engagement	10	0.76
2	Training and Development	10	0.73

The results in Table 2 indicates that both variables had a relatively high reliability. For all constructs, Cronbach's alpha is more than 0.70 (Nunnally, 1978; George & Mallery, 2003). Hence, the Pilot Study meets the statistical requirements and instruments are reliable.

V. Results & Analysis

Demographic Characteristics

Demographic data provides the main attributes of the participating respondents as asked in the questionnaire of the instrument. These attributes include basic information about the respondents like age, gender, educational level, years of experience. It has been found that 76% of the total respondents are male whereas 24% of the respondents are female. Demographic analysis also shows that (figure 2) most of the respondents were aged within 40 years which constituted 72%.

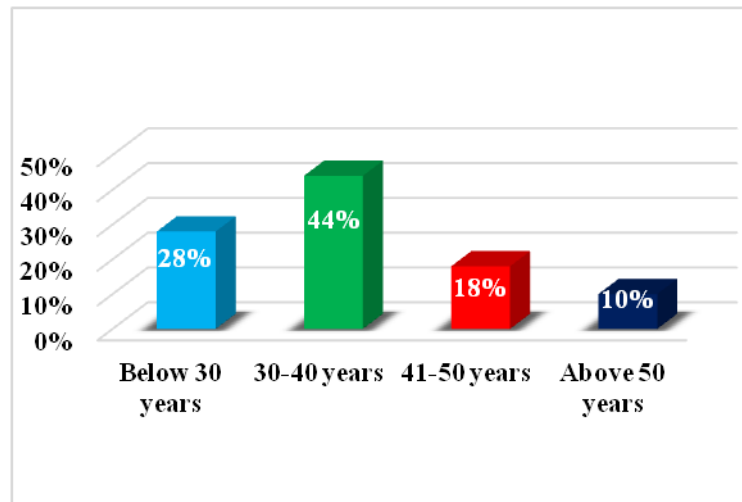


Figure 2: Age range of the respondents

The analysis also shows (Table 3) that 92% of the total respondents were advanced in education whose have graduate and above level degree. Total 64% were post graduate, 25% were graduate and 3% were doctorate degree holders. This is an indication that the industry has been deployed with highly educated staff members which are enabling the entire pharmaceutical sector as a knowledge-based industry.

Table 3: Education level of the respondents

Level of Education	Frequency	Percentage
Doctorate	3	3 %
Post Graduate	64	65 %
Graduate	25	27 %
Under Graduate	8	5 %
Total	100	100 %

Finally, table 4 shows that 40% of the respondents had been employed for more than ten years, while 78% had been employed for more than five years. Only 22% of the respondents had been employed for 2-5 years since this study considered the employees having two years of continuous service in the existing organization so that they can be able to critically analyze and give relevant information for the study.

Table 4: Years of Experience of the respondents

Years of Experience	Frequency	Percentage
Below 5 years	22	22%
6-10 years	38	38%
11-20 years	28	28%
Over 20 years	12	12%
Total	100	100%

Existing status of Training & Development and Employee Engagement

In order to assess the status of Training & Development and employee engagement at pharmaceutical industry of Bangladesh the respondent's feedback was analyzed using mean and standard deviation where the mean value indicates to what extent the sample group averagely agrees or disagrees with the different

statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. On the other hand, standard deviation shows the variability of an observed response from a single sample of the study (Marczyk, Dematteo and Festinger 2005).

Table 5: Descriptive Statistics of Training & Development and Employee Engagement

Variables	Mean	Std. Deviation	N
Employee Engagement	4.19	0.61	100
Training and Development	4.11	0.69	100

The above table 5 shows that mean value of employee engagement is 4.19 and standard deviation is 0.61 while the mean value of Training and Development is 4.11 and standard deviation is 0.69.

Hypotheses Testing

H01: There is no significant impact of Training and Development on employee engagement of pharmaceutical sector of Bangladesh.

To test whether there is an impact of Training and Development on employee engagement at pharmaceutical sector of Bangladesh, Simple Linear Regression analysis has been used where, Training and Development has been taken as independent variable and employee engagement as a dependent variable.

Table 6: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.761a	0.557	0.552	0.25764

a. Predictors: (Constant), Training and Development

ANOVA a

Model	Sum of square	Df	Mean Square	F	Sig
Regression	7.212	1	7.212	127.133	1.531b
Residual	5.355	98	0.053		
Total	12.567	99			

a. **Dependent Variable** : Employee Engagement

b. **Predictors** : (Constant), Training and Development

Table 7: Simple Linear Regression: Coefficients^a

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.373	0.243		5.023	1.683
Employee Engagement	0.701	0.053	0.761	11.313	1.537

a. **Dependent Variable: Employee Engagement**

VI. Discussions

From the above result since the correlation coefficient $R = 0.761$, the relationship between Training and Development (TD) and Employee Engagement (EE) is positive and both variables change in the same direction. The coefficient of variation R^2 shows that 55.7% of the variation in the dependent variable (Employee Engagement) is explained by the independent variable (Training and Development). The adjusted R^2 indicates the generalizability of the model. It allows generalizing the results taken from the respondents to the whole population. It is noticed that the value of the adjusted $R^2 = 0.552$ is close to the value of $R^2 = 0.557$. When the adjusted R^2 is excluded from R^2 the value stands for $(0.557-0.552=0.005)$. This amount of reduction means that if the whole population participates in the study and the model has been fitted then there will be 0.50% less variance in the outcome.

The analysis of variance (ANOVA) allows us to statistically test the null hypothesis. The above table shows the results of the ANOVA test, where the F-ratio= 127.133 and the p-value < 0.001, this result indicates that there is less than 5% chance that an F-ratio of this value would occur solely by chance. Since the p-value (<

0.001) is smaller than the significance level (0.05), the null hypothesis is rejected and the alternative hypothesis is accepted indicating that Training and Development significantly affects employee engagement.

Furthermore, since $F=127.133$, $P \text{ Value} = 0.000$, $R^2 = 0.557$ and adjusted $R^2 = 0.552$ the regression equation of this model equation $TD = \alpha + \beta_1 EE + \varepsilon$ stands for,

$$TD = 1.373 + 0.701 EE + \varepsilon$$

The regression equation shows the linear relationship between Training and Development and employee engagement. The intercept value explains the change in dependent variable (employee engagement) when the independent variable (Training and Development) is zero. The value of α shows the change in dependent variable (employee engagement) in respect to independent variable (Training and Development). In the above equation, the constant term is 1.373 which implies that the Employee Engagement remains at least 1.373 points irrespective of Training and Development. It also reveals that 1-unit increase in such Training and Development (TD) leads to Employee Engagement (EE) by 0.701 points. Training and Development explains 0.701 (70%) on Employee Engagement, thus, Training and Development somehow influence on employee engagement. The finding of the current study is consistent with previous research findings of Otieno et al. (2015), Shantz et al. (2013) and Paradise (2008) where they found that training and development had significant and positive impact on employee engagement.

VII. Conclusion & Recommendations

Lack of literature on the subject matter of employee engagement in context of Pharmaceutical industry of Bangladesh was the major limitation of the study. Findings of the study entirely depend on the accuracy of data collected through structured questionnaire. The pharmaceutical company is highly compliance and regulated industry which is steeped in bureaucracy and secrecy and yet access to reliable information is very much challenging. There was reluctance in providing some information from some employees. The study is limited to a sample of 100 employees of Pharmaceutical industry. The finding of this study therefore may not have universal applicability to other organizations. Since the study is conducted in Bangladesh, its applicability is limited to other countries. The results of this study clearly shows that there is a significant impact of training and development on employee engagement likewise other studies also show the impact on job satisfaction, organizational commitment and the overall performance of the organization. Thus, we can say that there are many factors through which employee engagement can be improved in an organization and out of these factors, training and development is one of the important factors. Organizations which invest in their employee's development are likely to have better engaged employees. Employee engagement represents the level of commitment employees feel toward their employers and their jobs. The higher the level of engagement, the more likely an employee will go the extra mile to perform well and be an advocate for the company. In the present business scenario, where there is large scale competition in the market, it is important for the organization to implement effective HR policies for the survival and smooth functioning of the organization. Therefore, it is the responsibility of HR managers to motivate and engage the employees towards the organization in order to gain competitive advantages of the business. The present study provides essential inputs to the employers of the pharmaceutical companies as well as the managers to understand the importance of Training and Development in engaging the employees. From the findings of the study it is clear that organizations can increase the engagement level of their employees by providing appropriate Training and Development.

The following recommendations for research are based on the study findings:

1. The companies within the industry should maintain the employees to keep doing good at their work by providing appropriate Training and Development programs. The better the Training and Development in the organization the better the employee engagement that results better business performance overall.
2. Training should be given for newly recruited employees in order to cope up with organizational processes within quickest possible time with increased knowledge and skills.
3. There should have a transparent and result oriented performance appraisal system of creating a performance-based culture.
4. Managers should not only identify critical skills required by each employee to perform their assign tasks but also find out whether employee needs trainings on those critical skills.

5. Managers should periodically discuss the individual development plans with each employee.
6. Organizations should enrich HR department through ensuring professional HR personnel and also empowering head of HR to play his/ her role as HR business partner and employee advocate.
7. Long term succession planning should be taken for key leadership positions for the organizational sustainability.

The findings of the study have the potential of practical implication for managers and employees alike where they can consider to increase engagement level in an organization through initiating strategic learning and development programs. Managers and HRM leaders should adopt proper learning and development strategies in order to engage employees. In Bangladesh context, very few researches were conducted to assess the impact of Training and Development on employee engagement. Therefore, future researches can be conducted to investigate the relationship between Training and Development and employee retention, recruitment, employer attractiveness and also employee engagement with other moderators. It is also recommended to perform similar study in different organizations or manufacturing industries such as Food products, Beverages, Textile, RMG, tobacco, leather and related products.

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