


## Chapter 18

# Employee Motivation for Training and Development: A Study of a Pharmaceutical Company in Sikkim

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### ABSTRACT

*Training and development is an important function of human resource management. Employees need to regularly undergo training and development programmes to update themselves with the latest technologies and skills, which help to increase the efficiency of the organization. Motivating employees to undergo a training programme is often a challenge faced by employees. This study aims to find the motivating factors for employees to undertake a training and development programme. With a sample size of 172 employees from a leading pharmaceutical company in Sikkim, India, responses were collected and analysed. It was found that interest for updating oneself with the latest technology, better chance of career exploration, commitment to train from the company's end, and encouragement provided from subordinates play significant roles in motivating employees in undertaking a training and development programmes.*

DOI: 10.4018/978-1-7998-8678-5.ch018

## **INTRODUCTION**

With the speed by which innovation and disruption are happening in the business processes and technologies, it is essential for organizations to upskill their employees and be ready for meeting the challenges of the dynamic business requirements. To attain high performances in an organization, an effective training and development system is indispensable (Hossain, 2014). A study conducted with HR professionals revealed that 92.6% of the HRs believe organizations need to focus on knowledge management practices and should regularly conduct training and development programmes for their employees (Maity, 2019). Various factors have been attributed to workers for their productivity. Studies reveal that motivation (Kazaz et al., 2008) is the most important factor that influences worker productivity. Others being self-confidence (Marín & Roelofs, 2017), attitude (Tam & Fung, 2012), and problem-solving skills (Małachowski & Korytkowski, 2016). According to Olanipekun (2018), motivation is the competency that drives the workers to accomplish their goals. Several studies across the world have highlighted the importance of training and development in organizations and its positive correlation with productivity (Al Amin Khan et al., 2021; Al Karim, 2019; Johari & Jha, 2020; Karam, 2019). In India too, with industrialization and introduction of service sectors, the need for training and development for upskilling its employees has become a dire necessity (. & Rani, 2019; Bhattacharyya & Nair, 2019; Gronseth et al., 2019; Gupta et al., 2021; Kulkarni et al., 2019; Punjani, 2019; S. et al., 2020; Sekhon & Kathuria, 2019).

Nestled in the lap of the Himalayas, Sikkim is a small state in India. The state is in its infancy stage in terms of industrial culture. The prevalent culture of private jobs differs from the rest of India. Because of hard living conditions and the rough Himalayan terrain, facilities of transport, communication, access to industries and jobs are poor (Sharma et al., 2020). There is a lack of literature regarding training and development activities and efforts of human resource management towards improving the performance of organizations in Sikkim. Hence, this study tries to throw some light on the motivational factors towards training programmes in the state of Sikkim. The study is based on a survey conducted in a pharmaceutical company in Sikkim.

## **LITERATURE REVIEW**

Training and development are recurring HR activities of an organization and are required to aid the employees to adapt to new technologies, environments and enable them to enhance their decision making and problem-solving skills. Motivation is the encouragement needed for an employee to work efficiently in an organization. Employees are required to be motivated for their self-development and for increasing the organizational productivity (Al Karim, 2019). Organizations frequently conduct training sessions for their employees and try to have a competitive edge over their competitors (Schuler & MacMillan, 1984). Training may have a direct or indirect effect on organizational commitment and employee motivation (Meyer & Allen, 1991). It also helps in employee retention and reduction in turnover rates (Abba, 2018). For keeping pace with technology, companies regularly engage in training their employees to enhance their skills and optimize the potential of their workforce (Delery & Doty, 1996).

Companies recruit employees from various backgrounds. It is important to map the right motivation strategy with the right employee, which may encourage the employee to undertake a training programme. Some employees are motivated by monetary factors, while others may find better career opportunities to

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