

HUMAN RESOURCE DEVELOPMENT, TALENT SEARCH, AND RETENTION – A DAUNTING TASK FOR TODAY’S PHARMACEUTICAL ORGANIZATIONS

Piyush Tripathi* and Saurabh Kumar Banerjee

School of Pharmaceutical Management, IIHMR University, 1, Prabhudayal Marg,
Near Sanganer Airport, Jaipur, Rajasthan-302029

Corresponding Author: piyushtripathi1992@rediffmail.com

Received 02-02-17; Revised & Accepted: 03-03-17

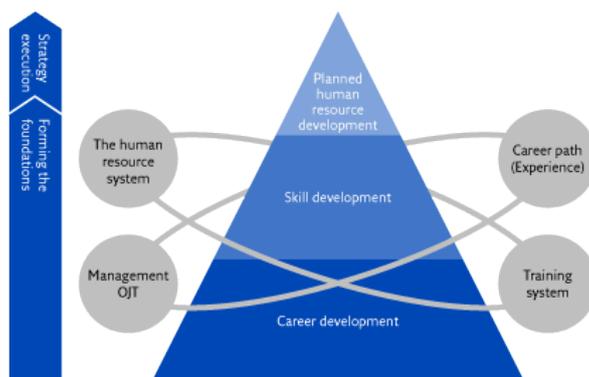
ABSTRACT

Human Resource Development, Talent Search and Retention are intimidating tasks combinedly, especially for the pharmaceutical industry. Professional education, career training, growth opportunities, and knowledge of legal rules & regulations are all ways in which organizations develop their employees. Human resource development (HRD) is a basic part of what makes an employee successful as an individual and what makes an organization successful as a whole. Workforce planning is one of the most important issues that human resources professionals are discussing. Workforce planning is a systematic, fully integrated organizational process that involves proactively planning ahead to avoid talent surpluses or shortages.

Keywords: Human Resource Development, Talent Search, Retention, Workforce, Pharmaceutical, Microlearning

INTRODUCTION

The five basic functions around which the human resource management is pivoted are planning, organizing, staffing, leading and controlling. Apart from these the intricacies involved in framing policies & practices involved in the process of recruitment, training, and retention are becoming more challenging for the pharmaceutical organizations in the present context as there is a paradigm shift observed in the expectations of the recruiters and the audience approaching towards these recruitments. The organizations spend a lot of their time and effort for selecting an efficient and effective human resource as HR who creates value by engaging in activities to achieve their strategic goals. Thus it becomes imperative to understand the depth of various dimensions which are prerequisite for strategic human resource management in an organization.¹



In a comprehensive aspect, we can say that Human Resource Management is the responsibility of each and every manager, not just those in the HR department. HR managers participate in developing strategies and ensure that human resource dimensions are considered.²

Human Resource Management also faces a lot of challenges which include organizational restructuring, demographics and diversity issues, workforce management and quality concerns, and technological changes. HR Management is a design of a formal organizational system to ensure the effective and efficient use of human talent to accomplish the organizational goals and to achieve the desired targets.³

"HR should be defined not by what it does, but by what it delivers."

– David Ul

ABOUT THE PHARMACEUTICAL INDUSTRY

The Indian pharmaceuticals market increased at a CAGR of 17.46 per cent in 2015 from US\$ 6 billion in 2005 and is expected to expand at a CAGR of 15.92 per cent to US\$ 55 billion by 2020.⁴ By 2020, India is likely to be among the top three pharmaceutical markets by incremental growth and sixth largest market globally in absolute size.⁴

The 2015 CMR Pharmaceutical R&D Factbook reveals an outstanding growth in global sales – reaching \$1 trillion in 2014 – and forecasts expected sales growth of \$1.3 trillion by 2018.⁵

Unlike the last decade, 'Era of Scarcity' is not a synonym of the pharmaceutical market. Industry growth challenges negative perceptions in the mind of people and demonstrates the pharmaceutical industry's continued commitment to create and employing innovative solutions to tackle its largest difficulties.

HRD IN PHARMACEUTICAL INDUSTRY –

From the development and production to distribution and appropriate utilization of medicines, pharmaceutical professionals are undoubtedly required. Regulation of medicines and operational research also need the involvement of competent pharmaceutical players. The successful implementation of these activities is essential to make a strong health system and for this; the first step is to build the capacity of human resources in the pharmaceutical sector.⁶

The pharmaceutical companies are always under pressure to satisfy the financial expectations of their shareholders so they require a smart, effective and productive workforce to fulfill their targets, accomplish their noble intentions towards public health and to make people healthy because health matters for sure.

The pharmaceutical industry typically aims to attract the self-motivated and hard-working science graduates who could not only be a crucial part of the firm while the whole pharmaceutical industry.

IMPORTANCE OF WORKFORCE

Whenever the pharmaceutical firms decide to add or hire people in their departments for various responsibilities, they actually add a huge amount of profits to their organizations through using their workforce's ideas and effective decisions. The time when any pharmaceutical company is focusing on its new products particularly in various segments such as cardiology, dermatology or looking for its overseas business or for any particular reason, the company needs people.

In 2012, Reddy's Laboratories and Mankind Pharma planned to add at least 1,000 personnel each in their sales and marketing teams because they were decreasing their position in domestic market.⁷ Alkem and Lupin also planned to add about 300 and 400 personnel each to their workforce as they were entering into new therapy segments.⁷

WORKFORCE PLANNING IN RESEARCH & DEVELOPMENT

Workforce planning is one of the most important issues that human resources professionals are discussing. Workforce planning is a systematic, fully integrated organizational process that involves proactively planning ahead to avoid talent surpluses or shortages. While discussing R&D of the pharmaceutical industry as it acts as a survival tool in the pharmaceutical world because the global pharmaceutical market is associated with the patent system and legal regulations.

TALENT SEARCH IN PHARMACEUTICAL INDUSTRY

The pharmaceutical companies have started doing a talent search to find the right person for the job with the traditional as well as innovative ways.

"Selecting qualified employees is like putting money in the bank."

– John Boud

The Pharmaceutical industry hires a large number of candidates every year with a significantly higher percentage of graduates who crack the interview conducted by companies within or outside their organization. While the shift in hiring patterns place a large burden on colleges to deliver quality across the newer generations of students and academic institutions that would like to join some of the great organizations for future prospects.

Instead of traditional hiring methods, the firms should adopt newer ways of recruitment because HR saw a lot of time and effort wasted with traditional search methods. The new way in which after conducting a time-regulated multiple-choice test and candidate is asked to do a short internship, also solve real-world problems.

The companies from other industries even have started recruiting through new and time-regulated techniques. A few firms are conducting a casual interaction to evaluate candidates towards work and life where the process is not restricted to only senior managers while junior members can also be part of these interactions so that every person in the organization is confirmed about the candidates to work with the rest of the team.

For any pharmaceutical company, the innovative ideas to capture the market and market potential are the two important factors. Companies know that having the right and top talent not only helps them with profiting but also moving towards in their core areas and particular segments of specialization. The technology and innovation help the industries to gain verified acumen into whether these candidates are heartily open to new opportunities.

CORPORATE TRAINING TOOLS

Microlearning through fun games is a new and innovative corporate training tool to enhance the skills and decision-making power. Also, management games may help to teach the employees teamwork and these instruments come under Human Resource Development programs. "Development, not recruitment" is a new paradigm for talent management.⁸

EMPLOYEE RETENTION IN PHARMACEUTICAL INDUSTRY

A belief in employee engagement is the quality of the relationship between an organization and its employees, the positive outcome of which will have an impact on the contribution, and performance of employees and organizations as well.

In the pharmaceutical industry that is full of specializations from all directions as drugs and chemicals are directly related to health, talent retention is becoming more crucial day-by-day. The pharmaceutical companies invest a good amount of fund to train their workforce for future benefits of the organization and for employee learning, development and career point of view as well. The pharmaceutical companies definitely expect a large scale of growth from an individual person working in the organization.

As we all know that Recognition and Rewards (R&R), that is an integral part of HR strategy, is Indian organization's favourite retention policy but surveys and reports reveal the truth that only money does not excite the Indian workforce at all.⁹

One report observed that there is no significant correlation between increased levels of salary and greater talent retention.⁹

One study was conducted among Indian managers which reveal the unexpected but actual results that good working environment contributes 36%, the scope of learning contributes 25%, good relationships with immediate boss contributes 14% and only a few percentage shows a very low interest in good monetary benefits. It is an awakening call for all the organizations and should help in preparing the organizational structure in such a manner that each employee gets a good working environment & also scope for learning.⁹

The study says that 93% people leave the company because they see no future for themselves. Also, 57% of the people leave the organization because the organization does not develop them.⁹

The employees who work in pharmaceutical organizations feel that their jobs have a great sense of targeted purpose and meaning, feelings that they are contributing to the working of their organization are low. Pharmaceutical companies should consider redesigning a talent retention strategy that fit to nurture their managers.

Retaining talent is not very easy to deal with. Employees could plan to move to another organization if they are not feeling fit and comfortable. A plethora of factors is responsible for taking an employee's decision. If the pharmaceutical organizations do not think about the upcoming situation, they have to pay a cost for it because they invest money to provide training and developing them for growth for their pharmaceutical segments.

Employee retention techniques are the crucial steps for any pharmaceutical firm or others to keep focusing on continued growth and success rather than resignations and tensions about their workforce.

The pharmaceutical companies do not want to spend great amounts on the additional training for their employees; training teams or trainers should guide managers on how best to develop their personal values and productivity in the organization.

For continual engagement (especially managerial engagement) of the employees in the organization requires mentoring and assistance in regards to sharing their views and opinions. Throughout the

employment, mentors help the employees to keep fit in a healthy environment in the organization and show their productive nature towards the organization that surely contributes the growth of the overall industry.

To understand development needs, their expectations from the employer and aspirations, the organization should conduct regular meetings where all people can communicate with a clear mind and without hesitation. Maintaining the regular connection between the organization and its workforce provide fewer chances of losing its key employees and it is definitely an effective step towards the betterment of the organization and the industry as well.

The pharmaceutical companies need to position themselves in order to attract and retain talent because the industry is already running out of the skilled and productive workforce. The pharmaceutical companies must realize that the talent management is deeply associated with an individual and overall organization success so the employer should think about nurturing and motivating its workforce. The companies should create a culture in which each and every employee can learn and develop itself. Through this, the employees grow their decision-making skills, risk taking abilities, innovative thinking and ownership towards their duties and assignments, and targets as well.⁹

Challenges are many but the biggest and a real challenge to Human Resource team is to retain the productive, talented, educated and ambitious employees as we all know that employee retention is very crucial because the companies pay an expensive amount to hire people and train them. Also, business performance is mainly driven by key performers in the organization.

It is not possible to stop every employee from resigning an organization. However, turnover becomes dysfunctional when the wrong people are leaving.

Finally, Retention strategies are not only for an individual of a pharmaceutical organization but for the industry as a whole. I would like to say all the companies that please do not forget people in the wave of profit.

CONCLUSION

In the pharmaceutical industry where the workforce of each and every segment has some unique skills because this industry deals with drugs or medicines that can cure humans and animal health. Here, I would like to conclude that employees and their development for the development & growth of the organization matters a lot and Human Resource mainly plays an extremely important role because an organization spends money on recruiting people, train and developing them according to its needs & requirements, and the company wants to fulfill its necessary needs. It is only possible with the ideas and hard work of the workforce, especially in pharmaceutical industry. The employee should be satisfied by the employer and vice versa. Also, a good number of pharmaceutical organizations in India & all over the world as well are growing at a fast pace as they obviously require a skilled and productive workforce so people always have an opportunity to move to another organization accordingly if they do not find themselves fit and satisfy.

REFERENCES

1. Gary Dessler, Biju Varkkey “Fundamentals Of Human Resource Management: Content, Competencies And Applications”, Pearson Education, 2009, 2–4.
2. “Human Resource Development by Nissha” from <http://www.nissha.com/english/csr/laborpractices/education.html> (Accessed: 26 Dec. 2016)
3. W. J. Kozlowski Steve, “Intelligence Analysis: Behavioral and Social Scientific Foundations”, 2011, 271.
4. India Biz, PWC, Department of Industrial Policy & Promotion, Deloitte, PharmaBiz, Frost & Sullivan Report on Indian Pharmaceutical Market, McKinsey, TechSci Research. <http://www.ibef.org/industry/pharmaceutical-india.aspx> (Accessed: Dec. 2016)
5. The CMR International Pharmaceutical R&D Factbook from <http://cmr.thomsonreuters.com/services/factbook> (Accessed: Sep. 2016)
6. Human Resources for the Pharmaceutical Sector from <http://www.who.int>
7. Singh Khomba, “Dr Reddy's, Mankind Pharma to add workforce next fiscal”, *The Economic Times*, 8 Mar. 2012, Web. (Accessed: 10 Dec. 2016)
8. Elliott Christa, “Bite-Sized Learning”, *HRO Today*, 22 Aug. 2016, Web. (Accessed: 19 Dec. 2016)
9. Srivastava R K, Cyril De Run Ernest, Shyan Fam Kim, “Sales Management”, Excel Books India, 2008, 113, 119–125, 147.