

TRAINING & DEVELOPMENT AT LEGEND DRUG STORE, JORDAN

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1.0 THEORETICAL FRAMEWORK

1.1 Abstract

This research aims to explore how Legend Drug Store of Jordan Designs and Implements a training and development program for their medical sales representatives.

This research depended on a quantitative approach to data analysis. Respondents were given the questionnaire I have created in order to obtain primary data. The population of the study were employees of Legend Drug Store of Jordan, and the sample were the medical sales representatives and their supervisors 13 responses were provided from them. The data was analyzed with the help of the SPSS application. Secondary data was gathered through the usage of journals, publications, and websites.

The analysis resulted in rejecting the below mentioned hypotheses proving that all the independent variables (Career management & development, Effectiveness, Employee improvement and organizational success) were in fact in a positive relationship to sales performance.

The study was limited to the lack of secondary information regarding this topic, the short time and effort It took for me to complete the research and its analysis.

Keywords: *Training, Development, Career management, Effectiveness, Employee improvement, Organizational success, Legend Drug Store, Jordan.*

1.2 Introduction

Legend Drug Store is a family owned business (Father & Sons) established in 2005 in Amman, Jordan with a medical, managerial, and marketing background. Currently owned by Dr. Tariq Awad, General Manager. Legend Drug Store Provides a diversified range of high quality products including those in Medical devices, Food Supplements, and Skin care in order to fulfill the market needs in different specialized areas such as: Gynecology, Orthopedic, Urology, Anti-aging, Beauty, Hair care, Baby care, and Pregnancy care.

Their main goal is to introduce their products at reasonable prices without affecting the quality that our customers deserve. Currently they are representing different companies in the medical, pharmaceutical, dietary supplement, cosmeceuticals and toiletry fields.

They thrive to expand and always keep looking for new opportunities and business relationships

with international companies who are looking for strong representation in their markets. In collaboration with their ambitious, enthusiastic, and well-trained team whom I strongly believe in, our shared vision, mission, and goals.

They have a family-like and friendly vibe in their company. With an average of 35 employees, it is very easy to work together closely towards shared goals. Each member of their team makes integral contributions and is focused on accomplishing what they all thrive for at Legend Drug Store, which is to become the market leaders in the market they are representing by introducing distinguished products that are scientifically proven.

Legend Drug Store contains a marketing team that consists of 4 main divisions:

- **Medical Representatives:** Their main goal is to visit physicians and specialists at their clinics and try to generate prescriptions of our products by educating, increasing awareness, providing details about our products and solve problems. They have medical backgrounds and are able to handle objections with high communication skills.
- **Sales Representatives:** Their main concern is pharmacies. They are responsible for follow-up and for the sales and promotion process.
- **End Consumer Awareness unit:** Their main job is communicating with end consumers and creating awareness about our products and their medical indications directly. On the other hand, this team cooperates with our medical advisor to prepare end consumer's Arabic brochures and promotional data.
- **Social Media and Design department:** Their main job is to manage the company's social media accounts, monitor marketing trends, implementing new designs and publishing them on social media, content writing, and creating advertising campaigns.

For this paper, I will be focusing only on one of the groups which is the *Medical Representative & Supervisor Group*. And, will further explain how they are trained and how the Training and Development program is designed and implemented.

1.1 LDS Training

The training programs a MR undergoes are as follows:

1. Induction/orientation
2. BTP/BOP
3. Refresher programs
4. Skills development

Induction/orientation program:

The new hires learn about the company, its numerous policies, goods, and some communication skills during this training.

BTP:

After a few months of becoming familiar with the field dynamics, the representative is invited to a division-specific Basic Training Program (BTP). The program's goal is to improve participants' knowledge of the products they are selling as well as their communication, situational awareness, and objection handling abilities. The amount of time the MR spends with

the doctor is one of the main problems right now because it keeps getting shorter because of the doctor's hectic schedule. This difficulty is highlighted during training, where advice or recommendations are offered on how to make the most of the brief time the MR has with the doctor.

Refresher:

For the MR, refresher workshops are occasionally organized based on demands like skill or knowledge growth.

BOP:

Basic Orientation Program (BOP) training consists of two parts:

- **Medical Training:** When sales representatives join pharmaceutical companies, they undergo intensive five days or one month pharmaceutical sales classroom training sessions (training days depend on organizations, therapy or number of products) where they are trained aggressively by doctors and medical trainers. This is equivalent to a full time certification course. In medical training, the trainer covers Anatomy & Physiology, Diseases and Drugs in detail. After completing medical training, the MR undergoes the Detailing process.
- **Behavioral / Selling Skill Training:** The MR must receive behavioral and selling skills training. Although selling skills are a component of MRs' total communication with doctors, effective communication by itself does not result in prescriptions. Finding unmet patient needs, probing questions about the preferred therapy, defending the mitigating features of the products the MR is trying to promote in comparison to those of competitors, listening skills, handling doctor objections, building rapport with doctors, and selling the advantages of the MR's products in comparison to those of competitors are all examples of selling skills. A salesperson may increase his company's sales if he employs these talents effectively during the conversation.

1.2.1 Research Problem

In light of these considerations, I'm interested in exploring how Legend Drug Store of Jordan Designs and Implements a training and development program for their medical sales representatives. As a result, I have come up with the below objectives, questions, and hypothesis.

1.2.2 Research Objectives

1. Explore the relationship between the training and development program and the career management and development.
2. Introduce the training and development program that is implemented
3. Design training and development program that will help improve the employees and the organizational successful

1.2.3 Research Questions

1. Is there a relationship between the training and development program and the career management and development?
2. Is the implemented training and development program effective enough?
3. Does training and development program help improve the employees and contribute to organizational success?

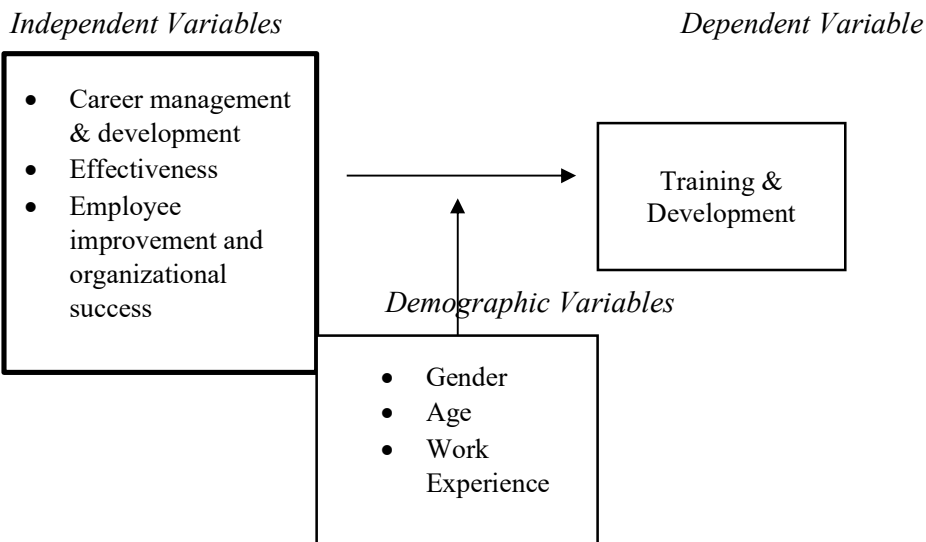
1.2.4 Research Hypothesis

H₀: Training and development does not improve Career management & development

H₁: Training and development does not improve effectiveness

H₂: Training and development does not improve Career management & development

1.2.5 Research Model



2.0 LITERATURE REVIEW

2.1 Medical Representatives (MRs) and their roles & responsibilities

Since the 1980s, the medical representative's profile has undergone significant modification. The effects of intense pricing pressure, decreasing profitability, fewer, more wealthy clients, a variety of customers, and rising competition are evident. Medical representatives today need to be analysts, negotiators, commercially savvy, and able to talk about both financial and clinical benefits. In their industry, it is now necessary to have representatives who can run their region like a business and make wise choices at the local level (Padgham, 1995).

Healthcare professionals and pharmaceutical or medical equipment businesses are connected mostly by medical representatives. They are in charge of establishing a network with medical professionals to advance product awareness, respond to questions about product usage, and assist with the introduction of new products. The schedules of the doctors are well known to MRs working in specialty divisions like orthology, gynecology, dermatology, urology, and so forth. They modify their own workday to accommodate meetings with these doctors (Sharma & Negi, 2020).

The duties and responsibilities of the position: Typically, medical representatives are given a specific geographic region to operate in. Since doctors will promote the medical representatives' brands if they have good relationships with them, their primary duty is to build and maintain relationships with their clients (doctors and pharmacists) (Sharma & Negi, 2020).

2.2 Training and Development

Training and development are regarded as the rapid predictors that affect productivity and

worker performance. According to additional research, training and development is a learning strategy that can help employees increase their skills and knowledge for better performance. It is built on a foundation of self-possession, which allows workers to work under pressure and with little supervision or training. Training also has an impact on how well employees perform, and it develops a solid foundation for increased worker engagement (Okechukwu, 2017).

2.3 Factors Affecting Training and Development

2.3.1 Career management & development

The success and competitiveness of an organization, as well as the employees' constantly evolving skill and knowledge profiles, depend heavily on ongoing training and development. Both organizations and individual employees value training and development that supports career management and talent development. Organizations in the twenty-first century have realized that success depends on constant development, luring in and keeping talented employees. Consequently, from the perspectives of the company and the individual employee, respectively, talent management and career management are crucial (Hlanganipai & Musara, 2016).

The effectiveness and productivity of talent management are aided by training and development (Russell, Terborg, & Powers, 1985). According to a 2007 study by Bassi and McMurrer, organizations with strong talent management scores had better safety records and higher stock market returns. Similar to this, Kompasoo and Sridevi (2010) reported that talent management has a favorable impact on staff retention as well as on the efficient completion of tasks for an organization's overall success. According to Sturges, Guest, Conway, and Davey (2002), career management, talent management, and organizational commitment all have favorable relationships (Hlanganipai & Musara, 2016).

The purpose of training is to bring about long-lasting changes in people's behavior and thinking so they are capable of doing a job. Companies engage in employee training because they think having a knowledgeable staff will help them stay competitive (Kraimer, Seibert, Wayne, Liden, & Bravo, 2011). In order to assist career-focused training programs on a regular basis for organizational growth and development, mentors are provided as part of labor market-focused training programs.

2.3.2 Effectiveness

Because there may be fewer mistakes as a result of effective staff training, the quality of the products and services increases. As a result, precision, effectiveness, quality work, safe work procedures, and excellent customer service are to be anticipated. A workforce that is knowledgeable and well-trained is essential to an organization's efficiency and success. By keeping valuable individuals on staff, businesses can avoid the expenditures associated with hiring and onboarding new hires (Kum, Cowden, & Karodia, 2014).

One of the most important motivators used to assist people and companies in attaining their short- and long-term goals and objectives is employee training and development. Along with improving knowledge, skills, and attitudes, training and development also has a number of other advantages. According to Nassazi (2013), the following are typical advantages of staff training

and development: It boosts the motivation, self-assurance, and morale of workers. People may cut back on waste, which lowers production costs. It fosters a sense of security, which in turn lowers absenteeism and turnover. By supplying the skills needed to adapt to novel and difficult circumstances, it improves employees' involvement in the change process. It makes it possible to get noticed, earn more money, and get promoted. It aids the company in enhancing the staff's availability and caliber (Rodriguez & Walters, 2017).

It is important to keep in mind that people are more productive as a result of training and development initiatives that enhance their knowledge and skills. Even organizations provide financial aid to participants in these programs (Rodriguez & Walters, 2017).

2.3.3 Employee improvement and organizational success

Employee improvement can take many different forms, including training, assessment, educational initiatives, and feedback. When done properly, training's effects on worker performance can frequently promote both individual and organizational progress (Kum, Cowden, & Karodia, 2014). The actual organizational focus on the employee to improve, either as a person or as a contributor to the organization, is one of the more significant parts of growing employees' skills and capacities. An organization's focus on the employee and its raised expectations after the training opportunity may cause the person's output to grow on its own. Employee output is actually higher when they receive scheduled, frequent feedback, undergo training, and have higher expectations (Kum, Cowden, & Karodia, 2014).

Effective employee training can help close the performance gap between current performance and intended performance. Because training and development are crucial to employee performance, companies that offer their staff members these chances can achieve great success. The performance of a business can increase through employee development. Employee development improves an organization's performance through fostering employee learning, skill development, self-direction, and attitude. Training is thought to be extremely important for any firm in order to acquire excellence and competencies (Younas, et al., 2018).

3.0 RESEARCH METHODOLOGY

3.1 Nature of Research

This research depended on a quantitative approach to data analysis. I used both primary and secondary data. Respondents were given the questionnaire I have created in order to obtain primary data. The data was analyzed with the help of google forms analytics. Secondary data was gathered through the usage of journals, publications, and websites.

3.2 Population of Study

Since this research was based on Legend Drug Store of Jordan, the questionnaire was distributed to their employees and specifically who are in relation to the topic (Medical representatives and supervisors).

Institution	Population	No. of Questionnaires Distributed	No. of Questionnaires Got Back	No. of Questionnaires Rejected
Legend Drug Store, Jordan	35	13	13	0

Table 1 Questionnaire Distribution

3.3 Unit of Analysis

The sample chosen for this research were the Medical Sales Representatives and the Medical Sales Supervisors of Legend Drug Store, Jordan.

3.4 Scope

The study was limited to one company only, which was Legend Drug Store of Jordan, as it was a pharmaceutical sales company It was very in relation to the topic. The Study covered the time during the month of August 2022.

3.5 Limitations

The study was very limited due to the lack of information regarding this topic, specifically the variables I have chosen to discuss. Secondary data took more time to obtain than expected. Secondly, the analysis required more effort and time from me. those to me were my biggest challenge.

5.0 STATISTICAL ANALYSIS

5.1 Demographic Analysis

This section explains the sample's demographic characteristics, considered a convenience sample for this research. The participants in this study have different characteristics; gender, age, education. A description of this sample was discussed in this section where the following tables reported the frequencies analysis for the characteristics.

Characteristic	Item	Frequency	Percentage
Gender	Female	9	69%
	Male	4	31%
Age	Less than 30	10	77%
	Less than 40	2	15%
	Less than 50	1	8%
	More than 50	0	0%

Position	Medical Sales Representative	10	69%
	Medical Sales Supervisor	3	31%
Experience	Less than 5 years	9	69%
	Less than 10 years	1	8%
	Less than 15 years	2	15%
	Less than 20 years	1	8%
	More than 20 years	0	0%

Table 2 Demographic Profile

5.2 Data Analysis

5.2.1 Career management & development

Characteristic	Item	Frequency	Percentage
Skills acquired through training enhances the opportunities of employees to advance their careers	Strongly Agree	7	54%
	Agree	6	46%
	Neutral	0	0%
	Disagree	0	0%
	Strongly Disagree	0	0%

Table 3 Skills acquired through training enhances the opportunities of employees to advance their careers

Characteristic	Item	Frequency	Percentage
Training ensures development or necessary skills and abilities of employees enabling them to take up higher responsibilities	Strongly Agree	7	54%
	Agree	6	46%
	Neutral	0	0%
	Disagree	0	0%
	Strongly Disagree	0	0%

Table 4 Training ensures development or necessary skills and abilities of employees enabling them to take up higher responsibilities

Characteristic	Item	Frequency	Percentage
Training enables employees to plan their career paths well	Strongly Agree	6	46%
	Agree	5	39%
	Neutral	2	15%
	Disagree	0	0%
	Strongly Agree	0	0%

Table 5 Training enables employees to plan their career paths well

Characteristic	Item	Frequency	Percentage
Training and development promote successful succession planning	Strongly Agree	6	46%
	Agree	4	31%
	Neutral	3	23%
	Disagree	0	0%
	Strongly Agree	0	0%

Table 6 Training and development promote successful succession planning

5.2.2 Effectiveness

Characteristic	Item	Frequency	Percentage
There are clear directions provided during training	Strongly Agree	6	46%
	Agree	4	31%
	Neutral	3	23%
	Disagree	0	0%
	Strongly Agree	0	0%

Table 7 There are clear directions provided during training

Characteristic	Item	Frequency	Percentage
Management is always available to give support after training	Strongly Agree	9	69%
	Agree	3	23%
	Neutral	1	8%

	Disagree	0	0%
	Strongly Agree	0	0%

Table 8 Management is always available to give support after training

Characteristic	Item	Frequency	Percentage
The degree of support from supervisors affects training effectiveness on the employee within the organization	Strongly Agree	8	61.5%
	Agree	5	38.5%
	Neutral	0	0%
	Disagree	0	0%
	Strongly Agree	0	0%

Table 9 The degree of support from supervisors affects training effectiveness on the employee within the organization

Characteristic	Item	Frequency	Percentage
Training increases employee effectiveness when performing work related tasks after training	Strongly Agree	10	77%
	Agree	3	23%
	Neutral	0	0%
	Disagree	0	0%
	Strongly Agree	0	0%

Table 10 Training increases employee effectiveness when performing work related tasks after training

5.2.3 Employee improvement and organizational success

Characteristic	Item	Frequency	Percentage
Training motivates employees to improve their performance	Strongly Agree	7	54%
	Agree	6	46%
	Neutral	0	0%
	Disagree	0	0%
	Strongly Agree	0	0%

Table 11 Training motivates employees to improve their performance

Characteristic	Item	Frequency	Percentage
Training improves the quality of employees' performance	Strongly Agree	8	62%
	Agree	3	23%
	Neutral	2	15%
	Disagree	0	0%
	Strongly Agree	0	0%

Table 12 Training improves the quality of employees' performance

Characteristic	Item	Frequency	Percentage
Training improves organizational performance through employee performance improvement	Strongly Agree	9	69%
	Agree	4	31%
	Neutral	0	0%
	Disagree	0	0%
	Strongly Agree	0	0%

Table 13 Training improves organizational performance through employee performance improvement

Characteristic	Item	Frequency	Percentage
Training improves the productivity of the organization, as supervisors are able to spend a reduced amount of time supervising employees after training	Strongly Agree	7	54%
	Agree	3	23%
	Neutral	3	23%
	Disagree	0	0%
	Strongly Agree	0	0%

Table 14 Training improves the productivity of the organization, as supervisors are able to spend a reduced amount of time supervising employees after training

6.0 SUMMARY OF THE CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

To summarize, the results of the data analysis have concluded that all of the hypotheses tested were rejected. The majority of the survey participants voted 'Strongly Agree' on all of the questions that we used to test the hypothesis, meaning that training and development does in fact improve career management. And, it does improve effectiveness. As well as, it does improve

career management & development.

The Results of the Hypothesis:

#	Hypothesis	Result
H ₀	➤ <i>H₀: Training and development does not improve Career management & development</i>	Rejected
H ₁	➤ <i>H₁: Training and development does not improve effectiveness</i>	Rejected
H ₂	➤ <i>H₂: Training and development does not improve Career management & development</i>	Rejected

Table 15 The results of the hypothesis

6.2 Recommendation

Although the discussed variables have shown a direct impact on training and development. It is recommended for the company to continuously distribute questionnaires to their employees to collect data that could be of benefit to the employee’s and the company’s future performance.

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Questionnaire

Dear Colleagues,

I am inviting you to participate in this research by completing the following survey. The aim of this research is to explore how Legend Drug Store of Jordan Designs and Implements a training and development program for their medical sales representatives. It should take around 3-5 minutes to complete the survey below as it is very short and straight to the point. Your support towards my following research will help conduct the study ideally. Thank you very much.

Sincerely.

Please tick where necessary

Demographic Questions	
What is your gender?	Male Female
What is your age?	Less than 30 Less than 40 Less than 50 50 +
What is your position in the company?	Medical Sales Supervisor Medical Sales Representative
How many years of work experience do you have in the field?	Less than 5 Less than 10 Less than 15 Less than 20 20 +
Career management & development	
1. Skills acquired through training enhances the opportunities of employees to advance their careers	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
2. Training ensures development or necessary skills and abilities of employees enabling them to take up higher responsibilities	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
3. Training enables employees to plan their career paths well	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
4. Training and development promote successful succession planning	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
Effectiveness	
5. There are clear directions provided during training	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree

6. Management is always available to give support after training	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
7. The degree of support from supervisors affects training effectiveness on the employee within the organization	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
8. Training increases employee effectiveness when performing work related tasks after training	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
Employee improvement and organizational success	
9. Training motivates employees to improve their performance	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
10. Training improves the quality of employees' performance	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
11. Training improves organizational performance through employee performance improvement	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree
12. Training improves the productivity of the organization, as supervisors are able to spend a reduced amount of time supervising employees after training	① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤ Strongly Agree