Effect of time management training programme on millennials in pharmaceutical manufacturing sector

S. Thenmozhi*
Doctoral Research Scholar, Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu

Dr. Rincy V. Mathew
Associate Professor, (Research supervisor), Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu

Abstract---The present study examine that, the effect of time management training program on Millennials in Pharmaceutical manufacturing sector. The source of data was collected from 50 millennials working in various functional working area like production, warehouse, quality control, store and purchase in different pharmaceutical manufacturing sectors from respective human resources department record. However most of the pharmaceutical manufacturing sectors is not conducting /spending the time on time management training programme and most of the multinational pharmaceutical manufacturing sectors are conducting regularly minimum twice and maximum thrice by yearly, based on their schedule. Hence the study was focused on particularly millennials of job performance and attitude between participants and non-participants. Thus, in general the assertions were made about time management training programme in Pharmaceutical manufacturing sector on Millennials Job performance were not supported but attitude were resulted tremendous changes has been observed between participants and non-participants.

Keywords---millennials performance, attitude, time management, training development, pharmaceutical manufacturing sector.

Introduction

Every one having ability to manage the precious time with help of practice and it will determine the success or failure of carrier growth. Today time management is an essential tool for health, personal and professional growth and also it is precious asset. In the globalization / modern world with faster communication,
living survival of people is a critical position for managing the time for both individual as well as organisation. As aware that the successful candidates placed on the jobs need training on particularly time management to perform their job effectively, however, the current scenario of millennials, are must be trained on time management for all the level of employee when compared with previous generation. Orlikowsky and Yates (2002) as stated, more importance on dimension of work design is because global competition and demand, also so many authors were proposed several type of methods to handling of time management in the organisation and institution, accordingly most of the organisation was given the importance towards implementation of time management programme. Hence researcher and profession were getting more chances of research on time management.

**Importance of Time Management Training Programme**

The time management training programmes help towards to improve on performance deficiency particularly when the performer not shown ability due to lack of motivation and other factors in the organisation. And also enhance the time management skill for all the level of employee within the organisation. Number of author’s were point out the time management training programme is part of Performance Management System in each organisation, however its shows more strengthen when employee have to better job, more knowledgeable skill, serve long period in the same organisation, more flexibility in work place and commonly when time pressure is high.

**Purpose of Time Management Training Programme**

The purpose of Time Management training is to enhance employee productivity, stick to priority, ensuring the success rate, betterment on focus of the goal & individual tasks, no more busy work, less procrastination, to get greater clarity on day to day activity from superior and alignment of resources within the organisation.

**Advantages of Time Management Training Programme**

The time management programme as a supportive tools towards improvements on;

- To grow with profitable organisation and achieve their milestone easily.
- Create more positive attitude for all the level of employee within the organisation.
- Improve on Job knowledge and skills for all level of employee in the organisation.
- Easily can identify the organisation goal and type of communication procedure to be adopted within the organisation.
- And also can be improved the betterment of company image globally.
- A reduction in expenses, especially in business and core function area in organisation.
Disadvantages of Time Management Training Programme

The time management training programme is expensive, financial drain on resources to operate yearly, the low budget manufacturing sectors not able to implements periodically and Narrow experience.

Review of Literature

As per the current scenario and referring several literature from the practical evidence most of the organisation as realise the importance of time management, the first author during the 19\textsuperscript{th} century James T. Mc CAY (1953) has wrote concept of time managements and how to schedule your day; Similarly Lankein (1973) briefed about how to control of your time and your life, and most of the authors were framed the guidelines related to how to handle and importance of time management. Further Wratcher and Jones (1988) and Kaufman (1991) are clarified very well on importance of time assessment behaviours in the organisation and impacts of the training and its helps to accepts the tasks and improve the capability within the limits along with improve the awareness in the working area. Van Eerde (2003) found that the participants were gained the time management behaviours and decreased worrying about future work and also improved lot on attribute in procrastination group. Another two authors Zafarullah Sahito and Pertti Vaisanen (2017) from outcome of the study concluded that, the “getting positive response on institutional when implement the time management, and also indentified the job satisfaction and motivational are interlink activity using narrative Analysis.

From above literature survey many authors described on how to manage the time and how to handle issue on job. Mackenzine (1972) suggested if adapted to do-list procedure (work planning on paper or tracking system) can improve the job performance along with handling of time when pressure is high. As a strong evidence from literature studies, to measure the time management used three type of questionnaires commonly and adopted similarly in industries and institution, 1) Time management behaviour scale was developed and validated by M.Acanet (1990) 2) Time structure questionnaire framed by Bond and Feather (1988) and 3) Time management questionnaire created by Britton and Tesser (1991). In spite of all the researchers are focused on common study at all the level of employee in the organisation, however did not observed any specific literature on millennials in the specifically pharmaceutical manufacturing sector, therefore, I have more scope of the research in the specific sector with millennials.

Conclusion, past studies have demonstrated that time management training programs generally increased participants self-reported time management skills.

Supervisor rating was positive in one study (Orpen, 1994), and some confirmation from supervisors or peers with the self-reports was obtained in three studies (Green and Skinner, 2005; Macan, 1994; Van Eerde, 2003). In conclusion, past studies have demonstrated that time management training programs generally increased participants self-reported time management skills. Supervisor rating was positive in one study (Orpen, 1994), and some confirmation from supervisors or peers with the self-reports was obtained in three studies (Green and Skinner, 2005; Macan, 1994; Van Eerde, 2003).
Importance of the Study

This study will try to evaluate the effectiveness of millennials job performance and Attitude after time management training programme in pharmaceutical manufacturing sector.

Objective of the Study

The study aims to find out the effectives of millennials job performance/satisfaction and attitude after Time Management Training Programme in pharmaceutical manufacturing sector.

Research Method and Procedure

Based on current research shows introducing more millennials replacing with old generation (Gen-X) are slowly taking over the workforce more than 45% in all the pharmaceutical manufacturing sector. Hence to create good work environment is mandatory to fulfill the millennial expectation each organisation. In order to fulfill the requirements the research was focused on a time management as a part of Performance management system in the organisation towards improvement on millennials and organisation work culture. As a primary study, the study was focused understand/scope of time management programme in the pharmaceutical manufacturing sector and as a secondary study, identify the millennials in different pharmaceutical manufacturing sector, the third one was evaluated the millennials job performance and attitude between participants and non-participants after time management training programme.

To overcome above the three study requirements, for first, it was Identified six pharmaceutical manufacturing sector surrounded in Hyderabad (Telangana State), India, who is conducting regularly and well established time management training programme as a part of performance management system out of twenty four pharmaceutical manufacturing sector. The identified sectors were conducting the training programme their own schedule with different programme, however for present study, to achieve the second & third requirements I was selected fifty Millennials involved in time management programme including participants and non-participants on satisfying the appropriate conditions for present study and the sources date was preserved as a confidential which was collected from Respective Pharmaceutical Manufacturing Sector’s Human resources department record.

Result & Discussion

<table>
<thead>
<tr>
<th>Description</th>
<th>Implementation Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Result in</td>
</tr>
<tr>
<td>Number of Organisation</td>
<td>Number</td>
</tr>
</tbody>
</table>
has been implemented the Time Management Programme as a part of Performance Management System. | % | 25 | 42 | 25 | 8 |

Based on the present study survey Table -1 describes the data, the number of pharmaceutical manufacture sectors implemented the time management programme. From 24 pharmaceutical manufacture sectors, 25% (n=6) sectors were completely implemented, 42% (n=10) of sectors was partially implemented as a part of performance management system in their organisation. However still 25% (n=6) & 8% (n=2) of pharmaceutical manufacture sector were under development and not yet initiate stage respectively.

**Table 2**

Number of millennials involved in time management training programme

<table>
<thead>
<tr>
<th>S.No</th>
<th>Description</th>
<th>Sex</th>
<th>Male (in)</th>
<th>Female (in)</th>
<th>Total Number of Millennial (in)</th>
<th>Ratio Between Participant And Non Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number</td>
<td>Number</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>%</td>
<td>%</td>
<td>Number</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Participant</td>
<td></td>
<td>22</td>
<td>18</td>
<td>40</td>
<td>80</td>
</tr>
<tr>
<td>2.</td>
<td>Non Participant</td>
<td></td>
<td>5</td>
<td>5</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>3.</td>
<td>Participant +</td>
<td></td>
<td>27</td>
<td>23</td>
<td>50</td>
<td>4:1</td>
</tr>
<tr>
<td></td>
<td>Non Participant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table -2 describes the data the number of participated and non-participated of millennial associated with time management training programme in different pharmaceutical manufacturing sector. From 50 millennials, 80% (n=40) of millennials were participant and have 22 number of male and 18 number of female. The 20% of Non-participant millennials (n=10) have each 5 male and female, over all 27 male and 23 female millennial were associated for this study. Further the not attended regularly or skipping the training programme millennials consider as a non-participant. In order to the ratio was calculated between participants and not participant have 4:1.

**Table 3**

Different manufacturing sectors millennials involved in this study

<table>
<thead>
<tr>
<th>Manufacturing Sectors</th>
<th>Area/Department</th>
<th>I</th>
<th>II</th>
<th>III</th>
<th>IV</th>
<th>V</th>
<th>VI</th>
<th>Total Number of Millennial (in)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>P</td>
<td>NP</td>
<td>P</td>
<td>NP</td>
<td>P</td>
<td>NP</td>
<td>P</td>
<td>NP</td>
</tr>
<tr>
<td>Purchase</td>
<td>3</td>
<td>0</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
</tr>
<tr>
<td>Store</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>
Table 3 describes, Total Six number of pharmaceutical Manufacturing Sector were selected for this study, from having five different functional area & core functional area was identified based on the conducting the training program in different pharmaceutical manufacturing sector and total 50 millennials records were collected includes participants and non-participants for study. The core function area namely quality control and production department of millennial are planning the training on time management training program. And all the pharmaceutical manufacturing sector are consider least importance on purchase, store and ware house and total number of millennials are involved 6% (n=3), 4% (n=2 ) and 6% ( n=3) respectively, Only Two Manufacturing sectors out of four were conducting time management training program for millennials where working in purchase and store department most of the millennials were related to quality control and production are involved the training programme about 44 % (n=22) and 40% (n=20) respectively.

Table 4
Comparative study between participant Vs non participant on job performance/ satisfaction & attitude

<table>
<thead>
<tr>
<th>S.No</th>
<th>Description</th>
<th>Outcome of the study on Job Performance/ Satisfaction</th>
<th>Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Participant</td>
<td>Satisfactory</td>
<td>Extremely High</td>
</tr>
<tr>
<td>2.</td>
<td>Non Participant</td>
<td>Average</td>
<td>Average</td>
</tr>
</tbody>
</table>

From Table -4 described that, the comparative study has been made for outcome of the study between Participant and Non Participant particularly focused on Job Performance and attitude of each millennials who have involved in time management training programme from all the six number of pharmaceutical manufacturing sector. The job satisfaction actually represents several related attitudes. Probably the most common attitude surveys in manufacturing sector today focus on job satisfaction. Based on the current study the most of manufacturing sector are majorly assessing satisfaction rating scales represent direct “verbal self-reports” concerning millennials feelings including satisfaction with compensation, promotion opportunities, co-workers, recognition etc.. And also the time management training programme was encouraged and recognized millennials with positive attitudes and satisfactory or above-average performance, these trained millennials contribute to a positive workplace and positively impact workplace morale. They are often unnoticed because people with negative attitudes or weak performance demand more of a manager’s time. Recognition reinforces their positive attributes and promotes continued achievement.
Discussion

From outcome of the study on an effect of time management in the Pharmaceutical Manufacturing Sector, it was identified as an important factor towards improvement on attitude on millennials but results were not supportive towards improvements on Job performance as well as job satisfaction. And most of the well-established sectors were using all three types of time management questionnaires like TMBS, TSQ and TMQ. Further who have trained on the time management (participant) having more knowledge on optimizing the work environments and build an efficient daily schedule effectively.

Conclusion

The present study concluded that, 1) the millennials generation was increasing slowly taking over place in the pharmaceutical manufacturing sectors and shown different attitudes, values, beliefs and aspiration when compared with previous generation. 2) To develop the conceptual frame work for millennials, proven evidently explored on effectiveness of millennials job performance/satisfaction and attitudes after the training on time management training programme in the pharmaceutical manufacturing sectors. 3) Some significant differences were observed on job performance / satisfaction from Average scale range to Satisfactory for participants when compared with non-participant's millennials. 4) further more important yield “effectives of attitude” was achieved from average to extremely high for participant millennials when compared with non-participants 5) Erudite the time management studies give an impression on how useful time management & importance on time management training programmes & also participants have healthy knowledge on how to manage time, planning to set the priorities, were organise their activities, schedule their assessment delegate their time and work when compared with non-participants of millennial in pharmaceutical manufacturing sectors. According to present study the time management training programme gave enhancement on the job performance /satisfaction and attitude on millennials. However can able to set as an organizational training objective and create a comprehensive action plan by resources team for non-established time management training programme in Pharmaceutical Manufacturing Sector” further this study also had some limitations. Firstly, the sample size was small and did not represent whole pharmaceutical manufacturing sector. Secondly, the study was conducted only in one city and the results could not be generalized to other cities.

References

12. Time management training programs. The effect of time management training programs on time management and on outcomes such as job performance was investigated in eight studies included in this review. The results with respect to the effectiveness of time management training were mixed. Five studies (Green and Skinner, 2005; King et al., 1986; Macan, 1994; Slaven and Totterdell, 1993; Van Eerde, 2003) found support, as participants indicated that they did engage in time management behaviour more frequently after a time management training program; one study (Macan, 1996) did not. A positive relation between time management training and performance (e.g. time spent on working on high-priority tasks) was found in three studies (Hall and Hursch, 1982; King et al., 1986; Orpen, 1994), whereas in two other studies (Macan, 1996; Slaven and Totterdell, 1993) this relation was not found.
13. Orpen (1994), for instance, conducted a field experiment in which a self-developed time management scale was used. The participants in the training group rated their time management skills higher than the control group. A diary study showed that participants made more effective use of their time than the control group did, as rated