

THE ROLE OF TRAINING IN IMPROVING THE PERFORMANCE  
OF HUMAN RESOURCES IN AL-RAYA DRUGSTORE

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A project report submitted in partial fulfillment of the requirements for the award  
of the degree of Master of Business Administration (Human Resource  
Management)

International Business School  
Universiti Teknologi Malaysia

FEBRUARY 2022

## **DEDICATION**

I thank God for everything. I dedicate this thesis to my family, who supported me in all circumstances and never left me despite the long distances between us and despite the circumstances of the Covid-19 pandemic but always supported me. I also dedicate these theses to my wonderful supervisor, Dr. Hishan S Sanil, who encouraged me along my master's journey and was like an older brother to me.

## **ACKNOWLEDGEMENT**

First, I would like to thank the University Technology Malaysia, specifically Azman Hashim International Business School, for all the efforts it has made and is still making for the scientific advancement of students. Furthermore, all the seminars and lectures that I received during the writing period have directly contributed to enriching the research.

Secondly, I would like to express my thanks, gratitude, and appreciation to the wonderful supervisor, Dr. Hishan, as he is the first person who put me on the right path and was always advising me and guiding me to the right path. All thanks to Dr. Hishan for the time he spent for me, despite his many commitments. He has great credit for the completion of this research.

Thirdly, I would like to extend my thanks and appreciation to my parents, who supported me in travelling to Malaysia. They always prayed for me to be well and thriving. Thanks to their prayers, I was able to complete my journey.

All thanks to my brothers, sisters, wife, and friends who have always supported me and motivated me through all the difficulties to overcome them.

## ABSTRACT

Over the years, the knowledge of human resources is the basis of their success. The higher their knowledge, the better their performance. In Iraq, drugstores face the problem of the lack of appropriate training programs for employees, especially since drugstores suffer from a lack of staff specialized in medicines because pharmacists or owners of other medical specialties do not accept work as employees in drugstores. Therefore, drugstores suffer from the lack of knowledge of their employees in medicines. This research aims to find out the factors that contribute to the poor performance of human resources. The research also aims to identify appropriate interventions for such problems. In addition, the research aims to test the role of training in improving the performance of human resources in Al Raya drugstore.

Expectation theory was used to support the study and form the framework of the study. In this study, a mixed research approach was applied through the use of interviews and surveys with a total of twenty respondents participating in this study. In addition, thematic analysis and the social sciences (SPSS) statistical package were used to analyze the data.

As a result, it was found that the application of the training and development program implemented in Al Raya drugstore is significant through the thematic analysis and analysis of the Wilcoxon test. Therefore, future researchers are advised to investigate the training and development of similar studies and use larger samples. This research also recommends drugstore owners who suffer from similar problems to use this research as a guide for them.

**Key words:** Human resources, Sharing knowledge, Training, Motivation , Employees engagement

## ABSTRAK

Selama bertahun-tahun, pengetahuan tentang sumber manusia adalah asas kejayaan mereka. Semakin tinggi pengetahuan mereka, semakin baik prestasi mereka. Di Iraq, kedai ubat menghadapi masalah kekurangan program latihan yang sesuai untuk pekerja, terutamanya kerana kedai ubat mengalami kekurangan kakitangan khusus dalam ubat kerana ahli farmasi atau pemilik kepakaran perubatan lain tidak menerima kerja sebagai pekerja di kedai ubat. Oleh itu, kedai ubat mengalami kekurangan pengetahuan pekerja mereka dalam ubat-ubatan. Kajian ini bertujuan untuk mengetahui faktor-faktor yang menyumbang kepada prestasi lemah sumber manusia. Penyelidikan ini juga bertujuan untuk mengenal pasti intervensi yang sesuai untuk masalah tersebut. Selain itu, penyelidikan bertujuan untuk menguji peranan latihan dalam meningkatkan prestasi sumber manusia di kedai ubat Al Raya.

Teori jangkaan digunakan untuk menyokong kajian dan membentuk kerangka kajian. Dalam kajian ini, pendekatan kajian campuran telah diaplikasikan melalui penggunaan temu bual dan tinjauan dengan seramai dua puluh orang responden mengambil bahagian dalam kajian ini. Selain itu, analisis tematik dan pakej statistik sains sosial (SPSS) digunakan untuk menganalisis data.

Hasilnya, didapati penerapan program latihan dan pembangunan yang dilaksanakan di kedai ubat Al Raya adalah signifikan melalui analisis tematik dan analisis ujian Wilcoxon. Oleh itu, penyelidik akan datang dinasihatkan untuk menyiasat latihan dan pembangunan kajian yang serupa dan menggunakan sampel yang lebih besar. Penyelidikan ini juga mengesyorkan pemilik kedai ubat yang mengalami masalah yang sama untuk menggunakan penyelidikan ini sebagai panduan untuk mereka.

Kata kunci: Sumber manusia, Perkongsian pengetahuan, Latihan, Motivasi , Penglibatan pekerja

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## **LIST OF ABBREVIATION**

|          |   |   |
|----------|---|---|
| SPSS     | - | Statistical Package for Social Science        |
| Covid-19 | - | Coronavirus Disease 2019                      |
| AR       | - | Action Research                               |
| HR       | - | Human Resource                                |
| KM       | - | Knowledge Management                          |
| SWOT     | - | Strengths, Weaknesses, Opportunities, Threats |



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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Today, medicines are the first weapon in eliminating diseases, so it is very necessary to make them available all over the world. The healthcare industry, like all other industries, is a place where pharmaceutical companies and stores compete to better present their products to customers.

The process of drug delivery to the consumer goes through several stages, starting from manufacturing the drug to offices that import the drug from companies, then drugstores buy the drug, store it and sell it to pharmacies, which in turn sell it to consumers. In the competitive environment characterized by the rapid changes that occur, organizations must possess competitive advantages that enable them to resist various circumstances. In fact, it requires the presence of efficient human resources to manage this process. Human resources are the main key to the success of organizations, as through those resources, the organization can achieve its goals and objectives. Organizations must conserve those resources by providing a suitable environment for them in terms of providing them with training that keeps them in a state of continuous development to keep pace with the rapid changes that occur in the competitive environment. Del Valle et al. (2009) that training provides employees with the skills, knowledge, and abilities required to perform their jobs. Training can be defined as a tool to enhance employees' capabilities and knowledge to perform the tasks assigned to them more effectively and efficiently. The knowledge of employees is crucial to improving their performance, so organizations seek to increase their knowledge.

Anantatmula (2005) described Knowledge as one of the most valuable organizational assets and that KM is critical to organizations' success. Davenport and Prusak (2000, p. 5) define knowledge as "a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. In for-profit organizations, the level of knowledge of employees is very important, as employees are the people who are able to increase or decrease the sales of companies depending on the knowledge they carry, whether it is about products or customers. Employees are considered one of the most important assets of organizations and the main source of competitive advantage (Hafeez, 2015) (Helmy, 2015). In addition to providing appropriate training for employees, organizations should pay attention to maintaining their passion for work. Organizations should provide financial and moral incentives to employees in order to maintain them.

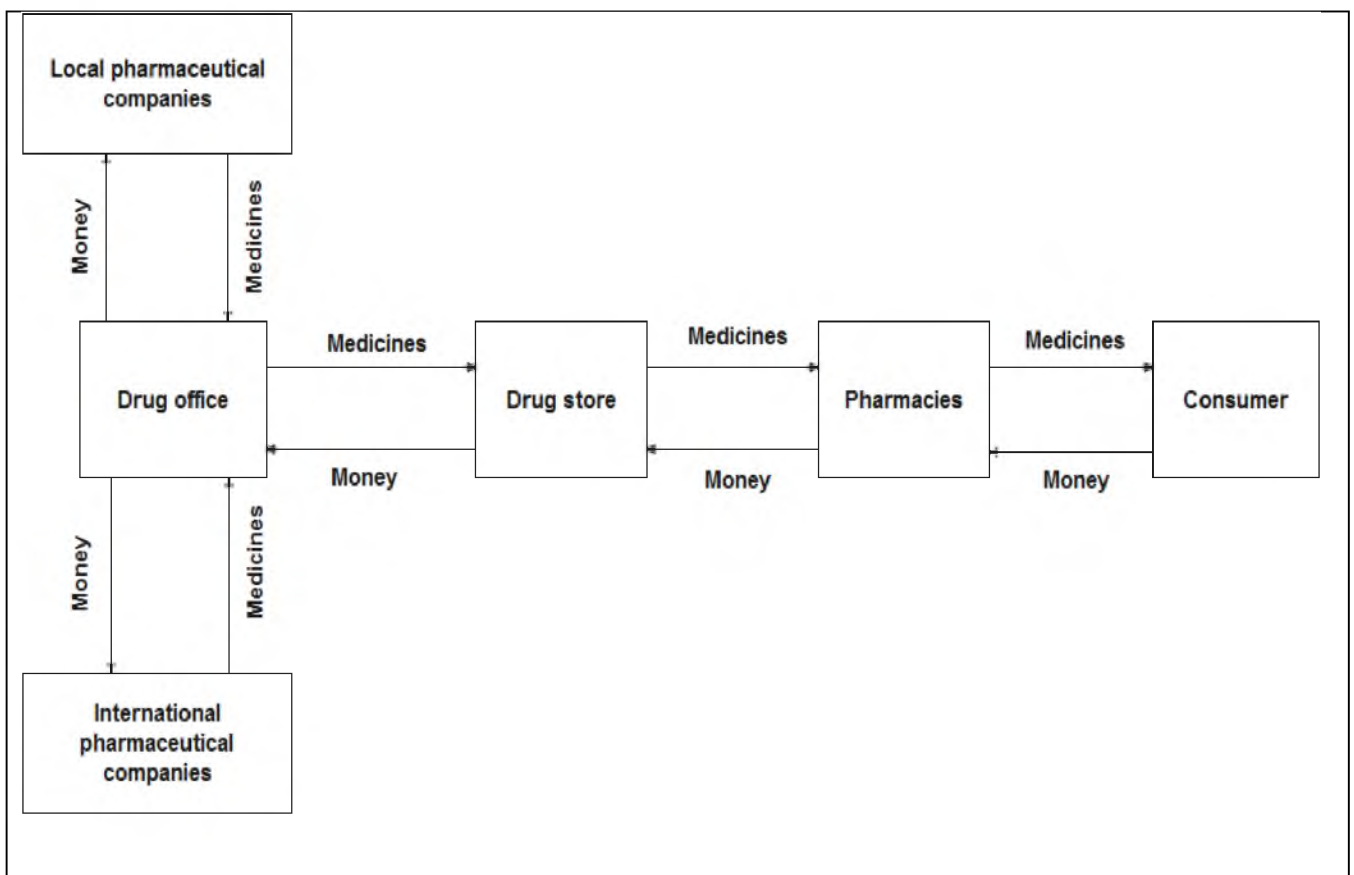
This chapter will consist of sub-chapters such as Introduction, Information about the case company, Problem Statement, Research questions, Researchers Role, Research Ethics, Importance of the proposed research and Definition of term.

## **1.2 Information about the case company**

### **1.2.1 Background of Organization**

Al-Raya drugstore is a store for a group of shareholders, most of whom are pharmacists, and it is located in Iraq. Al Raya Drugstore was established in 2012. It is one of the links through which medicines are delivered to consumers. The business of Al Raya Drugstore is to buy medicines from drug offices and sell them to pharmacies. Al-Raya deals with about 200 pharmacies.

In fact, in Iraq, there are three stages that a drug goes through in order to reach the consumer through three main axes, and these axes are (the drug office, the drugstore, and pharmacies). According to the instructions issued by the Iraqi Ministry of Health, the Medicines Office imports medicines from outside the country from pharmaceutical companies, or the office buys medicines from local pharmaceutical factories, and this thing is very small compared to importing medicines from abroad because there are few pharmaceutical factories in Iraq for this great dependence on whom It is imported from outside the country. After the drug offices import the drug here, the role of the Al-Raya begins to buy the drug from the drug office. Then Al-Raya stores the medicine and sells it to pharmacies, and then pharmacies sell the drugs to consumers. That is, Al-Raya Drug Store is the link between drug offices and pharmacies.



**Figure 1.1: Stages of drug flow in Iraq**

### 1.3 Problem Statement

In all drugstores in Iraq, there is a general problem, which is that drug store employees are not specialists in drugs, and at the same time drug specialists do not want to work as sales representatives and here we notice a real problem, but some drugstores, especially large drug stores, have managed to overcome this problem while other stores are still suffer from this problem.

Al-Raya drugstore is one of the drugstores that still suffers from this problem despite its eight years of experience in this field. Through interviews with the manager of Al-Raya drugstore and one of the employees of Al-Raya, the problem of technical knowledge of the employees was reviewed as the basis for the problems that Al-Raya is faced. By technical knowledge in this research, we mean the employees' knowledge of the names of medicines, types of medicines, prices of medicines and general uses of medicines. The weak technical knowledge of the employees is the result of their lack of any training (Appiah ,2010). The lack of this knowledge has negatively affected the performance of employees in particular (Al Mehrzi and Singh, 2016). Confronting pharmacies requires knowledge and skill on the part of the employees. The more knowledge and skill the employees have, the more orders they take.

This lack of knowledge weakens the self-confidence of the employees and makes them frustrated, especially in the absence of training programs and the presence of intense competition from the employees of other drugstores, as the entry of foreign drug companies to Iraq increased in recent years, which led to an increase in the number of drugstores. In fact, the political situation in Iraq allowed for the entry of different types of companies, whether they were sober companies or not sober companies. The absence of control led to the entry of hundreds of companies to the market, which in turn increased competition, so the role of employees became very important in drug stores (Giauque et al., 2010). In this fierce competition, Al-Raya is required to pay attention to the employees in order to increase their abilities to keep up with the competition.

### 1.3.1 SWOT analysis

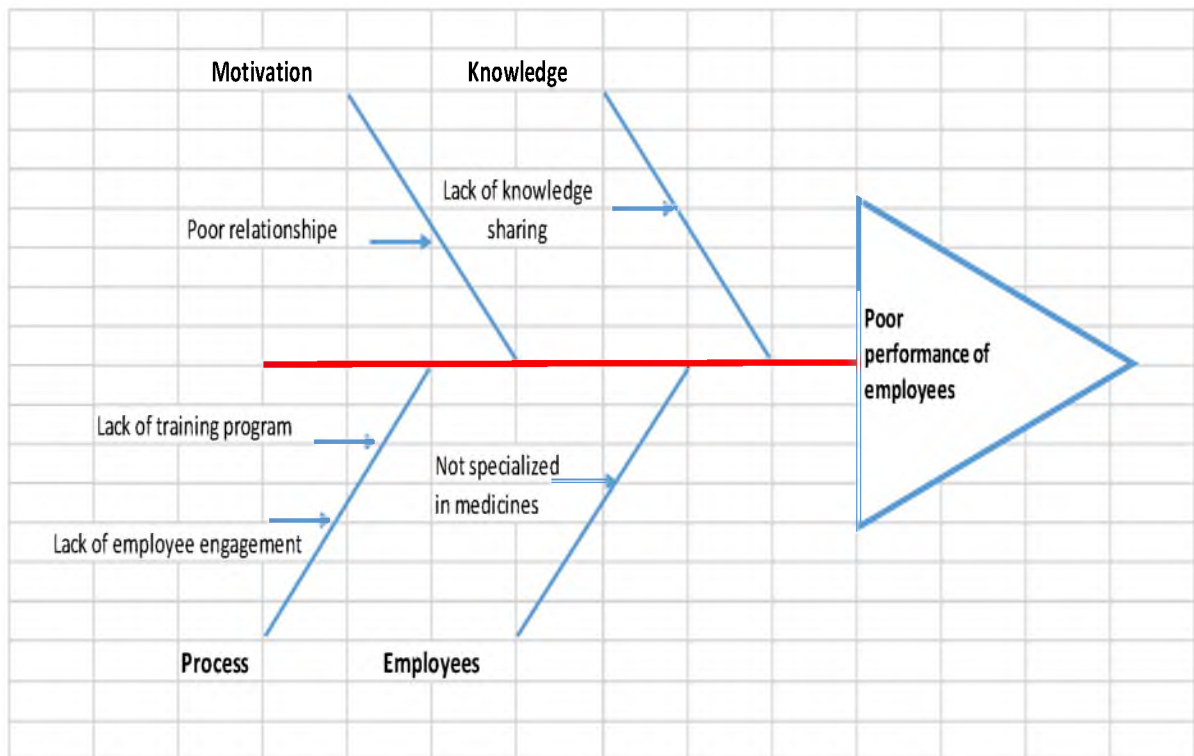
A SWOT analysis is conducted by assessing internal and external analysis for Al Raya drugstore. The internal investigation is composed of strengths and vulnerabilities. At the same time, the study of the outside world consists of opportunities and challenges. SWOT analysis attempts to assess and analyze the internal and external environment and thereby establish the best business growth plan.

| Strengths  |  | Opportunities |   |
|------------|--|---------------|---|
| S1         | It has a good reputation as it does not deal with drugs that violate laws and instructions           | OP1           | Diversity of training programs                                  |
| S2         | It has good experience in the field of pharmaceuticals   | OP2           | The spread of social media programs in Iraq                     |
| S3         | One of the managers of the Raya drugstore was the president of the Pharmacists Syndicate for 9 years |               |   |
| Weaknesses |  | Threats       |   |
| W1         | Employees are not specialized in the field of pharmaceuticals  | T1            | Impaired economic capacity as a result of the COVID-19 pandemic |
| W2         | Lack of training for employees   | T2            | Fierce competition due to the absence of oversight              |
| W3         | Lack of cooperation between employees  |               |   |
| W4         | Lack of motivation to share knowledge among employees  |               |   |

**Table 1.1: SWOT Analysis for Al-Raya Drug Store**

### 1.3.2 Problem formulation

Kaoru Ishikawa diagram (fishbone) is used to identify the root of Al Raya drugstore's problem. As mentioned earlier, the problem is the employees' lack of knowledge that directly affected their performance due to the main factors and sub factors. Through a fishbone diagram, these factors are illustrated.



**Figure 1.2. Fishbone diagram**

The above diagram shows that employees' poor performance can be seen through four elements: the employees themselves, knowledge, motivation, and process. The delegates are not specialists in medicines, and therefore their knowledge of medicines is limited. As for knowledge, the reason is the lack of a knowledge dissemination policy within the Raya drugstore. On the part of motivation, the reason is the weak relationship of management with employees and the weak relationship of employees, so no factors motivate them to cooperate. Finally, process, which is the

most important thing, as the management did not set up training programs for employees to develop their knowledge and skills, as well as not using employees' engagement in order to strengthen knowledge exchange and solve problems in real-time as well as strengthen their relationships (Blessing White, 2008).

## **1.4 Research questions and Objective**

### **1.4.1 Research questions**

- 1- What are the problems that employees of Al-Raya Drugstore face?
- 2- How can Al-Raya Drugstore increase employees ' technical knowledge?
- 3- How effective is the intervention in increasing the technical knowledge of employees?
- 4- How can Al-Raya Drugstore motivate employees to share knowledge with each other after the training ends to ensure the continued success of the training?

### **1.4.2 Research Objectives**

- 1- To identify the problems that employees of Al Raya drugstore face.
- 2- To identify the appropriate solution to increase employees 'technical knowledge.
- 3- To evaluate the level of importance and effectiveness of the intervention on the knowledge of employees.
- 4- To identify factors that motivate employees to share knowledge with each other after the training end to ensure the continued success of the training.



## **1.5 Researchers Role**

The researcher investigated the basic problem faced by the Al-Raya drugstore, as the researcher conducted online interviews due to the spread of the Covid-19 epidemic with the manager of Al-Raya and one of the employees in order to collect information about the drugstore in general and the problem in particular, as the aim of the research is to know the internal and external factors that It effects on Al-Raya drugstore in general and human resources in particular, and after completing the interviews and understanding the problem, the researcher published questionnaire forms in order to determine the factors affecting it accurately and with awareness. After that, the researcher reviewed many previous researches related to the problem in order to form a clear vision before proposing appropriate solutions to address the problem. Then the researcher identified the problem faced by the representatives of Al-Raya, which is the lack of knowledge in medicines, the lack of motivation to help employees to exchange information. Therefore, the researcher proposed a training program aimed at increasing the employees ' knowledge of medicines, developing their skills, and encouraging them to exchange knowledge.

## **1.6 Research Ethics**

In this research, the researcher took into account all the ethical conditions required in writing the Action research, as the researcher obtained approval from the company concerned with the research, informing the interviewees before starting the interview, and adopting reliable sources to take the necessary information for the research in addition to the scientific trust in data analysis.

## **1.7 Significance/Importance of the proposed research**

### **1.7.1 Theoretical**

In order to create a competitive advantage, businesses increasingly need the skill of human resources day after day, since learning employees is really important (Bell, Menguc & Widing, 2009). Therefore, there are many studies on the importance and role of human resources in companies and what factors influence the improvement of their performance and the role of training in improving their skills.

This study reviews expectation theory for theoretical contribution, whereby Vroom (1964) expectancy theory of motivation suggests that this behavior will increase with the expectation of the seller that the greater the likelihood that a behavior will lead to an outcome (linked to the desired reward). Three variables are based on this theory: expectancy, instrumentality and valence.

Results-oriented human resources training focused on product knowledge and selling techniques should enhance external motivation and direction of performance. The more a person appreciates the reward that they will receive for their efforts, the more motivated they are to receive the reward. The rewards that people generally enjoy include high salaries, bonuses, promotions, and recognition. This theory will be used to motivate employees to share knowledge after they have received appropriate training.

Significant data and fruitful information collected from the point of view of the reps occurred during the interview and survey session to understand the reasons for the lack of knowledge of the employees. In order to improve the knowledge of the employees the training program is also designed accordingly. Ultimately, this study will serve as a guide on a related subject for future researchers.

### 1.7.2 Practical

Companies are interested in what employees achieve for them, but there is an important part that the employees' knowledge of the products they want to sell must be assessed, as the first step for the employee's success is the extent of his ability to know the product, the more the employee knows the product details, the more the sales order is easier. It is important to study what are the reasons that lead to the employees not knowing about the products and then discover the current obstacles in Al-Raya drugstore. Through the interviews and the data collected, the results showed that the employees' lack of knowledge of the drugs is a consequence of the Al-Raya not training the employees.

After completing this study, it can help in learning about how the organization can improve knowledge among employees and sharing knowledge. Hence, performance and sales improved. In Chapter 2, a related comprehensive study will be revealed, so a framework with relevant journal articles will be created.

The proposed intervention plan is expected to serve as a reference in solving similar problems. In addition to pharmaceutical companies, other organizations can benefit from it in increasing the knowledge of their employees.

### 1.8 Definition of terms

| Variable        | Authors                     | Definition  |
|-----------------|-----------------------------|---|
| Human resources | (McCourt & Eldridge, 2003). | human resources are the major and essential ingredients of an organization, which is used with other resources to achieve organizational objectives |

|                      |                              |  |
|----------------------|------------------------------|--|
| Training             | (Jehanzeb and Bashir, 2013). | Training is defined as a strategic approach to enhancing the capability, skills, abilities, and sensitivity of employees related to the job objective.   |
| knowledge            | Prusak (2000, p. 5)          | Knowledge as a "fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for assessing and integrating new experiences and information"  |
| Knowledge Management | Allee (1997)                 | KM manages the knowledge of the business through a systematically and organizationally developed mechanism to obtain, coordinate, preserve, submit, exchange and renew both the tacit and explicit knowledge of employees to increase organisational efficiency and build value. |
| Motivation           | (Stev, 2003)                 | Motivation is the psychological process that pushes them to achieve one or more goals to satisfy their needs or desires physiologically.   |

Table 1.2. Definition of term

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