

EVALUATION OF TRAINING AND DEVELOPMENT PROGRAMS EFFECTIVENESS FOR EMPLOYEES OF MEDICAL AND HEALTHCARE SECTOR

*Dr. Ashok Kumar
**Dr. Asha Rathi

ABSTRACT:

The training and development programs are conducted with the aim to boost and increase the performance level of an employee. If employees aren't trained and developed effectively, then the investment made by the organization in designing and implementing training and development programs might not give the specified results. The overall development aspect of human resources to satisfy this additionally as future needs of the organization and this will also confirm the effective utilization of human resources with the aim to integrate individual goals with the organizational goals, which result into better productivity improvement, greater workforce flexibility, savings on materials and capital costs, more motivated workforce and improved quality of the ultimate product or service.

Training plays a pivotal role within the converting person into human resources in a company or translating man into manpower by adding the specified power and valuable skills to the person for the aim of accomplishment of the assigned task and realization of the worldwide goals. The organizations that used innovative training and development practices are likely to report better performance than their competitors. The training and development helps a corporation to satisfy competitive challenges, because the organization attempts to expand its operations or attempts to work at par with international standard. The success of the organization rests on their employee's ability to figure in a very new culture.

According to Ministry of Health and Family Welfare estimates that there is just only one doctor per 2,000 people in India. There is lack of skilled healthcare service providers in India and it is the biggest restraint in providing the best health care services to the society. Due to this constraint the researcher has encountered some issues and challenges that are crucial and really pertinent with respect to effectiveness of training and development programs for Medical and health care services providers.

KeyWords: *Training Pattern, Human Resource, Productivity Improvement, Effectiveness, Performance.*

INTRODUCTION

Traditionally, the training and development weren't viewed as an activity that would help companies create value and successfully pander to competitive advantage. Today that view has changed. Now, the organizations are committing more resources, within the sorts of both time and money, toward training and development of employees aiming at improving their competencies. Training and development of a staff has been adding value today to the organizations. They need established training and development departments with increased training budgets year after year. However in a while training and development have evolved and matured to a considerable degree in India. Training and Development are the most important functions of human resource management which will contribute on to the organizational performance and overall efficiency. There's an increasing recognition that employees can and may learn continuously, which they will learn from on-the-job experiences, from one another, and from short, readily available online tutorial modules also as from more formally structured learning opportunities. Evaluating the effectiveness of the training programs are that the most vital step because it is completed to determine how well the goals are met and whether it's the simplest method for achieving the predefined goals.

* Assistant Professor, Department of Business Administration, FCMS, JNV University, Jodhpur

** Assistant Professor, Department of Business Administration, FCMS, JNV University, Jodhpur

This study is predicated on evaluation of various coaching program for sure and experienced by the trainee employees to test whether the training program has been successful in producing the result that was intended. The workers are the most source of getting the real feedback for the training effectiveness. Thus, the study has given emphasis on their views. As we all knows that the training isn't a time bound activity because training is consist of continues process as well. Continuous training and education of workers is important for enabling them to grasp the problems connected with the participation process. Within the case of service industries, the hospitals are competing to supply better service quality to their patients a minimum of cost. The price of medical treatment in India is lesser than the price in foreign countries. Unless, these are enriched, the hospitals are going to be unable to fulfill their patient's expectations in best manner. Hence, the continual training and development is crucial for dealing not only with new machines and technology but also with the patients. It shows the importance of coaching and development at hospitals for their staff. Hence, the current study focuses on this aspect of effectively of training and development programs.

Table: 01

Benefits of Training and Development Programs

| Organisational Benefits | Employees Benefits |
|---|---------------------------------|
| Market Growth | Career Competence |
| Organisational Performance | Increased Performance |
| Increased Market Volume | Career Opportunities |
| Increased Productivity | Problem Solving Attitude |
| Positive Environment | Self Satisfaction |
| Employee Retention | Positive Attitude and Behaviour |
| Accomplishment of Aim, Objective and Organisational Mission | Take Initiative |

Above table no. 1 showing the various benefits of training and development programs for organization as well as for employees.

OBJECTIVE OF STUDY

Based on the proposed research model, this study confines its objectives:

1. To exhibit the socio-economic profile of the healthcare employees.
2. To live the employees' views on the implementation of the assorted training programs at hospitals.
3. To judge the general opinion on the training and development programs and therefore the impact of the components of coaching programs among the healthcare employees.
4. To spot the discriminate aspects of the training and therefore the development programs among the medical and also the administrative staff in hospitals.
5. To live the assorted effectiveness of the training programs.
6. To look at the impact of the components of coaching programs on the effectiveness of coaching programs.

RESEARCH HYPOTHESIS

H⁰: Effective Training and development programs are the only key to increase productivity.

H¹: Effective Training and development aren't the only key element to increase productivity.

- H²:** Effective Training and development programs for staff are beneficial for large Hospitals.
- H³:** Effective Training and development programs for staff are beneficial for small Hospitals.

REVIEW OF LITREATURE

Monappa and Saiyadin (2001) mentioned that training refers to the teaching learning activities carried on for the first purpose of helping members of a corporation to amass and provide the knowledge, skills and attitudes needed by the organization.

Gupta and Singh(2001) found that there's a correlation statistics between the Human Resource Development climate and also the training effectiveness and counseling attitude of managers within the case of the Punjab full service bank. Within the case of the quality Chartered Bank, there's correlation statistics between the Human Resource Development climate and also the training effectiveness and performance appraisal, training effectiveness and counseling attitude of managers.

Reddy (2002)observed that training program evaluation constitutes a three stage system. The primary stage is that the period before the training experience during which training will have feelings and expectations about the educational course. The second is that the learning phase and also the third is that the time afterwards back on the work when the educational is meant to be integrated into one's job performance.

Srimannarayana(2010) identified the important methods of coaching needs assessment. The methods are performance appraisal, business goals/needs, self assessment and private requests, questionnaire surveys, competency matrix, client/customer satisfaction index, client/project requirements, employee role and gap analysis, personal interviews, observations of performance by supervisors, peer feedback, work sample, floor work, 360 degree feedback and knowledge and skills required by team.

Selvam and Panchalan(2003) showed that out of the seven major factors adopted for evaluation of coaching, method of presentation dominated the remainder of the foremost factors contributing significantly to the effectiveness of coaching for 13 programs. Program content, instructional materials and therefore the role of the trainer as a facilitator or learning closely followed contributing significantly to the effectiveness of 12 out of the 15 training programs studied.

Bedingham(2003) found that the effectiveness of coaching is that the primary motive for training. The methods accustomed measure effectiveness include 360 degree feedback and contract for changes, for quantifying the expected outcomes after training programs completed.

Ibrahim (2003)checked whether demographic variables have any role in influencing the effectiveness of the training programs. The measures wont to explain the effectiveness of the training programs are skills and knowledge gained trainee reactions to the training course, perceived usefulness of the training course and trainee efforts to realize skills and knowledge.

Selvam and Panchalan (2003)analyzed the link between executives" views on effectiveness of coaching and their personal profile. They found that the education and family background of the executives have significant relationship with their views on effectiveness of coaching. Other profiles namely designation, age, gender, level of stream of education, experience, scale of pay and therefore the number of coaching programs attended don't have any significant relationship with executives „views on effectiveness of coaching.

Drivedi (2007)described that training may be a prerequisite to enhance performance and prepare human resources for brand spanking new jobs, transfers, promotions and alter over to modern technology and equipment. Additionally to training of recent entrants, manpower in any respect levels requires refresher training from time to time to avoid personal obsolescence and improving its competence to carry higher positions.

RATIONAL OF STUDY

In spite of the very fact that the impact of employees training and development on the organizations

performance is widely researched and recognized areas in various companies, to the researcher, however, knowledge and skills development is extremely crucial to the health of the organization because, we board an modern era today and organizations are routinely valued not just on their physical but on their intellectual capital. The research would love to how training affects employee performance, in spite of the actual fact that the training affects employee retention and may be a valuable commodity that, if viewed as an investment instead of as an expense, can produce high returns. Therefore the choice to conduct this study on Healthcare and medical sector is justified. Additionally, it's expected that the study will inform the management in Hospitals the importance of learning and developing their employees.

The research also came out with the perfect training process and kinds of coaching needed for workers with regards to their position, department, units and sections. Finally, it's to help management of Hospitals to introduce modern schemes for training and development, to be ready to meet the challenges of change within the future. There are various Training and development programs are organized by the Government, Medical Colleges, hospital administration, Trust etc. for doctors and supporting healthcare staff members in specialized fields of different areas of medical sector. These programs are created to address the growing demand for professional training in practical procedures, commonly encountered in healthcare system and also with the aim to cope up with the satisfaction of patents and other visitors. Basically the training and development programs for doctors in a healthcare sector are an ongoing and continuous process to improve their skills because this is directly and positively impact the overall quality of a health system.

RESEARCH METHODOLOGY

It is also trying to find out new facts in any branch of information. Research may be a careful investigation, an inquiry, especially through seek for new facts in any branch of data. The research methodology enlightens the methods to the followed in research activities ranging from investigation to presentation. Research methodology includes research design, population, sampling framework, methods of knowledge collection, framework of research and limitations.

Sample Design

Sample design is the arrangement of conditions for collection and analysis of data, Research design is that the arrangement of the conditions for collection and analysis of related various information in an exceedingly manner so that the multiple aims to mix relevance to the research purpose with economy in procedure. Within the present study, descriptive research design was followed. **Mr. Singh (1980)** defined in his study that descriptive research as a design to clarify the characteristics of the variables. It is supported by predetermined objectives and methodology in research. Within the present study, the objectives were pre-determined whereas the methodology was designed to satisfy the research objectives. Hence, it's descriptive in nature.

Sampling Technique

In total, there are around 2000 employees working in various hospitals chosen for study. Out of the overall, around twenty six per cent of the workers belong to the others category that is to administrative work. It's followed by nurses and office clerks, which constitute around twenty percent. We have taken a sample of 200 employees out of these 2000 employees of health care sector. This data includes 20 Doctors, 115 Nursing Staff, 45 Administrative staff and 20 other supporting health care staff members only from various selected hospitals.

Source of Data

The data were collected by a well structured online questionnaire. Various attempts had been made to gather the information from the sampled employees. The questionnaire was distributed among the staff through online mode only that is included within the present study. Within the first attempt among only 120 staff responded. In the second attempt, remaining 80 staff responded.

RESULTS AND ANALYSIS

For the purpose of the analysis of Data, various questionnaires has been prepared and distributed online among the respondents (as discussed above) and few conclusions have been drawn and presented with following conclusions.

1. Whether Training and Development activities has made development of new Skills.

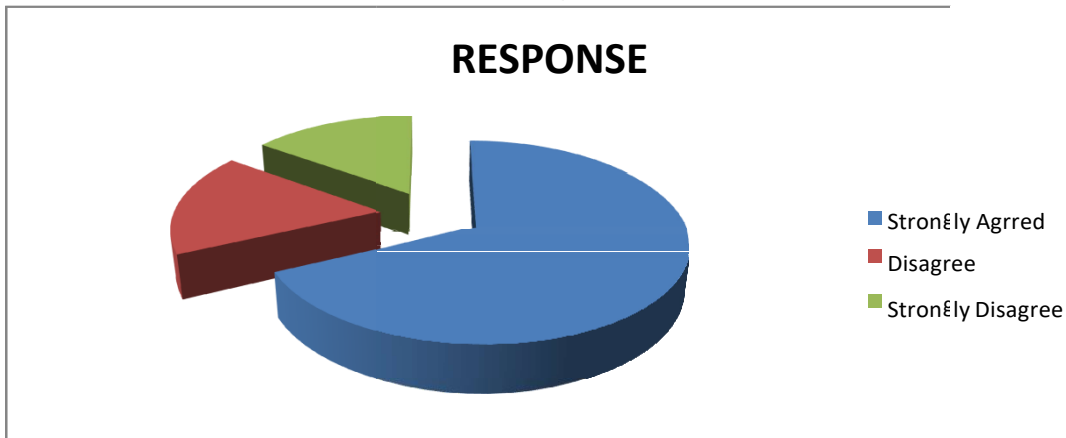
Table No.02

| Criteria | Number of Respondent | Percentage of Respondent |
|--------------------|----------------------|--------------------------|
| Strongly Agreed | 136 | 68% |
| Disagree | 34 | 17% |
| Strongly Disagreed | 30 | 15% |
| Total | 200 | 100% |

Source:- Authors Compilation

Below shown that, 136 respondents representing 68% strongly agreed, 34 respondents comprising 17% indicated that they disagree that training and development impart new skills and knowledge while 30 (15%) strongly disagreed that Training does not prepare them with new skills

Fig. 01



This suggests that the training and development prepare the employees with new skills and technical knowledge of executing their work. Compared to the untrained employees, the trained employee is capable of doing their job well. Those who have attended training can perform various activities with confidence. The trained employee for instance can take the notes of the meetings correctly, they can use computers in operating the accounts, and they are also good organizers. Furthermore, training has facilitated them to increase the quality of work. For example at AngloGold Ashanti Gold mining company this is important because the reason of training is to increase skills and knowledge so as to increase performance at the workplace. So the result validates the theoretical background.

| Table:03 | | | | | | | |
|--|--|----------------|-------|----------------------------|----------|-------------------|---------------|
| Presentation of Data for Effectiveness of Training and Development | | | | | | | |
| Sr. No. | Question asked in Questionnaire | Response | | | | | |
| | | Strongly Agree | Agree | Neither Agree nor disagree | Disagree | Strongly Disagree | Respondents % |
| 1 | Is your organisation conduct training programs frequently? | 75% | 15% | 0 | 5% | 5% | 100% |
| 2 | Are you participating in all necessary training programs actively? | 80% | 10% | 6% | 4% | 0 | 100% |
| 3 | Did you find the training material useful and effective to your job profile? | 85% | 15% | 0 | 0 | 0 | 100% |
| 4 | Are training programs helpful in long run? | 72% | 13% | 0 | 5% | 10% | 100% |
| 5 | Are Training programs well planned? | 90% | 10% | 0 | 0 | 0 | 100% |
| 6 | Does your hospital provide training for new employees? | 85% | 10% | 0 | 5% | 0 | 100% |
| 7 | Is the quality of training programs at your hospital excellent? | 90% | 10% | 0 | 0 | 0 | 100% |
| 8 | Does training programs helps organisation to maintain the relation rate? | 80% | 10% | 10% | 0 | 0 | 100% |
| 9 | Does training programs help to increase motivation and self confidence level of employees? | 90% | 10% | 0 | 0 | 0 | 100% |
| 10 | Do you agree that training is well planned as per the demand and nature of job? | 90% | 10% | 0 | 0 | 0 | 100% |
| 11 | Do you satisfied with all the present training system of your hospitals? | 65% | 15% | 4% | 6% | 10% | 100% |
| 12 | Do you agree that the training instructor responses to the trainees doubt properly? | 58% | 20% | 2% | 15% | 5% | 100% |
| 13 | Training programs are helpful for professional growth? | 75% | 22% | 0 | 3% | 0 | 100% |
| 14 | Does training programs enable employees more productive? | 85% | 15% | 0 | 0 | 0 | 100% |
| 15 | Training programs are helpful for personal growth? | 80% | 15% | 5% | 0 | 0 | 100% |
| 16 | Does training programs focus on developing team work and leadership skills? | 55% | 20% | 8% | 12% | 5% | 100% |

Source:- Online questionnaire.

The above table no.3 indicates few questions of online questionnaire and compilation of the all response of 200 respondents are there which is showing the response in percentages as those respondent who were strongly disagree, disagree, average as neither agree nor disagree, agree, strongly agree about Training and Development activities in various hospitals.

2. What are the Benefits gained after Training and Development

Table No.04

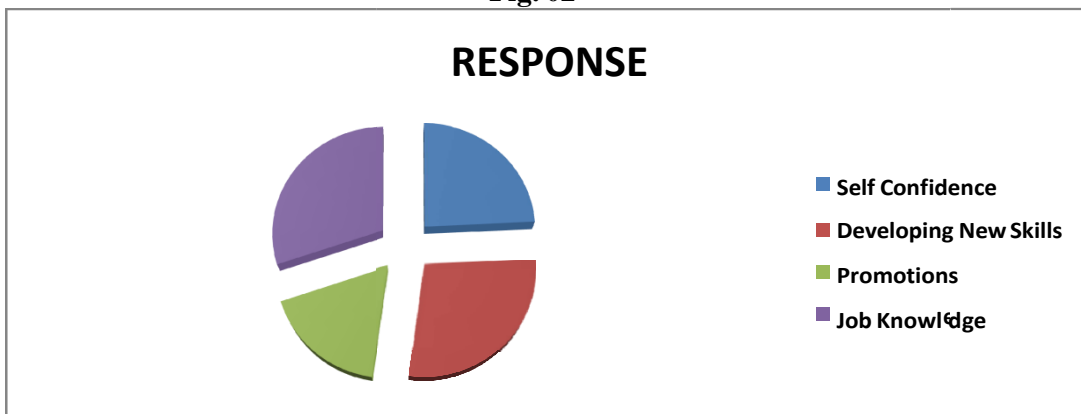
| > BENEFITS GAINED AFTER THE TRAINING PROGRAMMES | | | |
|---|-----------------------|---------------------------|-----------------------|
| S. No | Particulars | No. of Respondents | Percentage (%) |
| 1 | Self confidence | 33 | 24.26% |
| 2 | Developing new skills | 38 | 27.94% |
| 3 | Promotions | 24 | 17.65% |
| 4 | Job Knowledge | 41 | 30.15% |
| Total | | 136 | 100% |

Source:- Authors Compilation

The Above table indicates that those respondent who were strongly disagree that Training and Development activities has made development of new Skills, has found various benefits have been developed in their working style after going through with the training and Development Program.

This is undoubtedly accepted that yes training and Development activities carried out in any organisation (Although our study is Particular to Medical services only) develops a different level of working among the management and staff. However at the same time it is also important to consider that that the way of training is quite important. Without a proper method of training as well as the follow up of the same in the long run make is an obsolete as well as an onerous asset for the company.

Fig. 02



CONCLUSION AND SUGGESTIONS

The present study classifies the employees into medical staff (MSS) and administrative staff (ASS). The medical staff includes the doctors, nurses and paramedical officers whereas the administrative staff includes the administrative staff, clerks and others. The present study indicates that the level of implementation of the training programs is at the moderate level. The implementations of the training programs to the administrative staff are perceived at a higher level compared to the training programs implemented to the medical staff.

The important discriminate training programs implemented by the hospitals for medical and administrative staff are inter-personal and behavioral training which are highly implemented for the development of administrative staff. The important components of the training programs are highly perceived by the administrative staff than the medical staff. The higher effects of the training programs are identified by the administrative staff than by the medical staff. The significantly influencing components of the training programs on the various effects of the program are trainers' quality, training methodology and training content.

Apart from lecture session, the training methods which will give the mental and physical involvement may be given more importance. The identified training methods for this purpose are role playing, group discussion, case study, and the like. More employees are trained to believe in their ability to learn, the more they are willing to gain knowledge the more they will master the program. In addition to that the HR managers are asked to enhance the utility and necessity of the training programs to increase trainees' self-efficiency and training motivation to ensure that trainees have effective training outcomes. In this way, trainee' transfer behaviour of training and their subsequent result can be maximized.

REFERENCES

- Arun Monappa and Minza S. Saiyadain (2001), Personnel Management, McGraw Hill, New Delhi.
- Bramley, (1989), Evaluating Training, University Press (India) Ltd.
- Drivedi, R.S., (2007), Personnel Management in Indian Enterprises, Calgota Publishing Company, New Delhi.
- B.Ratan Reddy, —Effective Human Resource Training and Development Strategy||, Himalayan Publication, 2007. 6.
- Fisher, Cynthia D. Schoenfeldt Lyle F. and Shawjames, B., (2006), Managing Human Resource, Cengage Learning.
- Hornby, et al., (1952), The Advanced Learner"s, Dictionary of Current English, Oxford.
- Margaret Anne Reid and Harry Barrington, —Training Interventions.|| Jaico Book , 2011
- Jacques, (1997), Multivariate Analysis Techniques in Social Science Research, CA: Sage Publications.
- Krik Patrick, D.C., (1994), Evaluating Training Programmes: The Four Levels San Francisco, Berret Koehller Publishers.
- P.Nick Blanchand, James W. Thacker, —Effective Training System, Strategies and Practices||, Pearson Education, 2005.
- Burke, Lisa, A., (2001), High Impact Training Solutions, Quinn Books, London.
- Clarie, Seltiz and Others, (1962), Research Methods in Social Sciences.
- Goldberg, M.A., (2002), Introduction to Regression Analysis, South Hampton, UK: WITPres

