



AN EVALUATION ON TRAINING AND DEVELOPMENT PRACTICES IN CORPORATE HOSPITALS – AN ANALYSES

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Abstract

Human Resources are the most important and valuable resource in any organization in the form of its employees. Human Resource Development is a “continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way”. Training and development creates an atmosphere of perfection and emergence of skills among the employees.

Keywords: *Human Resources, Training, Hospital.*

Introduction

Training and development is the major element of HRD to be emphasised as it nurtures the skill and talent of the employees. There are various Training Programs organised by the Companies both in-house and externally. The employees are provided with the skills either Technical or behavioural based on the requirements of the organisation and the training needs of the employee. This makes the employees more focused and accomplish both organisational and personal goals. The organisations’ training budgets are kept in mind before scheduling training. Training is a process that helps companies and employees cope with the effects of changes in the business world that result from competition, globalisation, and technological advancements. The process essentially seeks to improve trainees’ skills, knowledge, attitudes, and/or on the job. An empirical study conducted by the Professor of Business Management, Sharjah, examined the effectiveness of Training program and focused on trainees’ reactions to the training program. The level of skills and knowledge gained by the employees as a measure of effectiveness was also examined. Alpha analysis and t tests were used to judge data reliability and significance, regression analysis was also used. The findings show that there is positive reaction to training program and significant improvement in skill sets after undergoing training

Literature Review

Mark Stam, Eric Molleman (1999) - This article highlighted the role of career development and strategic training policies among IT companies and young IT professionals. The study examined the ability of the IT professionals to integrate the business processes, strategic issues and handling information technology. Organisations were expected to plan both for short and long term, quantitatively and qualitatively for IT professionals by means of strategic training policy and being a part of the learning organisation sharing knowledge. Abdelgadir N. Abdelhafiz Elbadri (2001) - This comprehensive study was attempted to examine the emphasis given for training activities both internal and external to maintain competitiveness in the market. The study was conducted among 30 Polish companies to determine the training needs, developing programs and assessing outcomes. The results revealed that many companies neglected to assess training needs and evaluate outcome properly, providing for suggestions and improvements. S.A. Mufeed, Rafai Syed Nasreen (2003) - This paper attempted to ascertain the perceptions of both managerial and non managerial staff towards the existing Training and Development programme in leading J&K Tourism Development Corporation. The objectives included identification of Training and Development needs, evaluating the perception of Training and development as perceived by the employees, to study the factors responsible for non effectiveness of Training and Development system and to formulate broad guidelines and suggestions for improvement. The survey result showed that both managerial and non managerial staff training and development program should have an important role to accomplish organisational objectives and effectiveness.

Objectives of the Study

- To evaluate the perception of employees on Training in corporate hospitals.
- To analyze perception of employees towards the training programs.

Methodology of the Study

The study primarily depends on primary and secondary data. The present study is concerned with the collection of information on prevailing human resource practices in the select corporate hospitals in Andhra Pradesh. The hospitals located in namely Nagarjuna Hospitals (Vijayawada), Manipal Hospitals (Guntur) and Andhra Hospitals (Vijayawada) selected for the study by using random sampling. These are the large corporate multispecialty hospitals with 150 and above beds. The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Totally 1000 Questionnaires were distributed and 619 collected out of which 540 completed questionnaires were found usable. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically in select

corporate multi speciality hospitals in AP are considered. The sample consists of doctors, nurses and paramedical staff who are working in different levels of management. Simple random sampling method is adopted for selecting the respondents from all specialized areas available in each hospital. The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

Training and Development: Discussions and Results

The Overall View about the Induction Training Program

The respondents are asked to give their views about ten statements regarding Induction Training Program in their organisation. These statements include various aspects of Induction like the opportunity provided to the new comers to know about the organisation, to get to know the values and norms, policies and practices followed in the organisation. In addition their opinion about the importance given for Induction, the targets set to be achieved through induction, thorough evaluation of the participants who have undergone induction are also obtained.

Table 4.1 Opinion of Employees about Induction Training

Variables	Mean	Std. Dev	Std. Err. Mean	Z	Sig
Induction8.1	4.1023	.79189	.03446	31.985	.000
Induction8.2	3.9830	.76233	.03314	29.657	.000
Induction8.3	3.9546	.79405	.03452	27.651	.000
Induction8.4	3.8336	.87620	.03810	21.883	.000
Induction8.5	3.8223	.89960	.03911	21.024	.000
Induction8.6	3.8696	.84611	.03679	23.637	.000
Induction8.7	3.8336	.90805	.03948	21.116	.000
Induction8.8	3.7958	.86597	.03765	21.137	.000
Induction8.9	3.7826	.87689	.03813	20.527	.000
Induction8.10	3.4745	.99612	.04331	10.956	.000

The parametric mean values are greater than 3. The mean values range from 3.47 to 4.10. The application of Z test for the test value is clearly displayed in the table. It is found that Z test values are significantly greater than 3. This shows that the respondents have agreed with the ten statements relating to Induction Training Program. So, it is concluded that the Induction Training Program widens the understanding of the organisation profile among the new recruits. It also ensures greater possibility for enhanced performance taking into account the number of days allotted for induction. The application of stringent polices to assess the trainees during the training course is taken care of by the organisation. Employees believe that the organisation can widen the employee perspective about the company through planned induction and its effective enforcement.

Employees Views about Organisation Care for the Training Program

The respondents are asked to give their responses to the nine statements relating to the organisational care for the Training Courses conducted. The validity of the Training Program depends on the course content which the organisations follow and also the Trainers ability and skill set to upgrade the technical knowledge of the employees along with other required etiquettes. The respondents are requested to give their views as to the relevance of the course to their present positions, helping them in the process of networking and developing industry contacts facilitating business improvement.

Table 4.2 Opinion of Employees about Organisation Care

Variables	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
Care9.1	3.8978	.78318	.03377	26.589	.000
Care9.2	3.8866	.80742	.03481	25.470	.000
Care9.3	3.8829	.79993	.03449	25.601	.000
Care9.4	3.8699	.78971	.03405	25.550	.000
Care9.5	3.8680	.83189	.03587	24.202	.000
Care9.6	3.8141	.76639	.03304	24.639	.000
Care9.7	3.7788	.82858	.03572	21.801	.000
Care9.8	3.7342	.84009	.03622	20.271	.000
Care9.9	3.7677	.83002	.03578	21.452	.000

From the above table it is found that the parametric mean values are greater than 3. It is ascertained that the mean values are ranging from 3.73 to 3.89. The use of Z test for the test value 3 is displayed in the table. It is identified through Z test that all

the test values are significantly greater than 3. It can be inferred that the respondents have agreed with all the nine statements. Hence, it is concluded that the employees have strong belief that the organisations take care of conducting the training programs as they are of greater value addition to the organisation and knowledge addition to the participants. Employees also find networking and socialising much easier with regular training programs offered by the organisations. It is observed that the proper training schedules and upgradation of technology boost their confidence to face cutting edge technology and increasing competition.

Respondents Views about Designing Non Induction Training Courses

The respondents are asked to express their opinion about three statements relating to designing non induction training courses to meet the customer/market demand. These statements relate to meeting project delivery, training given for the specific project requirements. Besides their views regarding promotion of work life balance, training to enhance their quality of life, to increase effectiveness and to grow in their career are obtained. Z test is applied on these nine variables to validate with the test value 3 and the results are as in the table below:

Table 4.3 Opinion of Employees about Non Induction Training

Variables	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
NonInduction10.1	3.8773	.78380	.03379	25.962	.000
NonInduction10.2	3.6357	.98461	.04245	14.975	.000
NonInduction10.3	3.7175	.87916	.03790	18.929	.000

From the above table, it is ascertained that the parametric mean values are greater than 3. It is extracted that the mean values range from 3.63 to 3.87. The application of Z test for the test value 3 is displayed in the table. The Z test clearly shows that the test values are significantly greater than 3. It can be observed that the respondents have agreed with all the three statements. So, it is concluded that the employees have a firm opinion about the fact that the organisation focuses on designing the non induction training program. They attach more weightage to the need-driven training provided to cope with the timely project delivery. Employees have also expressed their positive opinion as to promotion of work life balance through health awareness, hygiene, and yoga provided by the organisations. The advent of technology along with the non induction training paves way for their upward hierarchial shift and assured career growth.

Respondents Views about Effectiveness of Training Programs

The respondents are requested to give their views about four statements relating to the effectiveness of the Training Program. These statements include the improvement in the quality of delivery in projects with better performance on the part of the employees. The employees are exposed to better technology, and ways of acquiring better skills are well planned by the organisation. The statements also include the way the employees try to differentiate their organisation from other competitors. They have given their opinion about achievement of career opportunities they have planned for in the present organisation. Z test is applied on these four variables of Effectiveness of Training Program with test values 3 and the following results are derived.

Table 4.4 Opinion of Employees about Effectiveness of Training

Variables	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
Effectiveness11.1	3.9796	.78008	.03363	29.126	.000
Effectiveness11.2	3.9295	.80348	.03461	26.858	.000
Effectiveness11.3	3.8145	.85734	.03693	22.056	.000
Effectiveness11.4	3.8924	.86200	.03713	24.035	.000

From the table above, it can be seen that the parametric mean values are greater than 3 and it ranges from 3.81 to 3.97. The application of Z test for the test value 3 is displayed in the table. The Z test revealed that all the test values are significantly greater than 3. It is inferred that the respondents have agreed with all the four statements of Effectiveness of Training Program. Hence, it is concluded that the employees of Corporate Hospitals profoundly believe that the project delivery with improved quality is possible through effective Training Programs. They also believe that the organisation can prove its competitive space with increasing competition by performing better. The organisation with effective training makes the employees acquire better skill sets probing way to career growth at a faster pace.

Employees views about Pre Training, During Training and Post Training

The respondents are asked to give their views about twelve statements relating to Pre-Training, During-Training and Post-Training. These statements include determination of training needs after considering employees requirements and expectations from the training. The employees have given their views about sufficient information being collected before

organising an external training program. Their views about the training policy, the steps taken by HRD department in providing sufficient knowledge about the training course are obtained. The employees have also rated their opinion as to the trainers' competency, the way they organise the in-house program and the extent to which the managers help trainees to develop through training. Relating to post-training, the employees have given their views about the changes exhibited by the trainee being incorporated for the benefit of the organisation and the scope given by the managers for their upliftment. The Z test is appropriately applied on these twelve variables of pre-training, during-training and post-training in the organisations with test value 3 and the results are as shown in the table below.

Table 4.5 Opinion of Employees about Pre Training, During Training and Post Training

Variables	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
Pre12.1	3.8404	.79762	.03436	24.463	.000
Pre12.2	3.8497	.78180	.03367	25.234	.000
Pre12.3	3.8145	.86167	.03711	21.945	.000
Pre12.4	3.7922	.87162	.03754	21.101	.000
Pre12.5	3.8476	.80444	.03468	24.439	.000
During12.1	3.8145	.82868	.03569	22.818	.000
During12.2	3.7941	.83392	.03592	22.107	.000
During12.3	3.8349	.86689	.03734	22.359	.000
Post12.1	3.7588	.85864	.03698	20.517	.000
Post12.2	3.7681	.83823	.03610	21.274	.000
Post12.3	3.8887	.85503	.03683	24.130	.000
Post12.4	3.7662	.81863	.03526	21.730	.000

From the table, it is found that the parametric mean values are greater than 3 and the mean values range from 3.75 to 3.88. The use of Z test for the test value 3 is clearly shown in the table. It is ascertained from the Z test that all the test values are significantly greater than 3. It can be inferred that the respondents have agreed with all the twelve statements. So, it is concluded that the respondents attach greater value to the steps taken by the organisation before, during and after training. This helps the organisation to understand the needs of the trainees from both external and in-house training provided to widen their knowledge base required by the projects in hand. Organisations take utmost care in delivering quality programs to attain organisational objectives through fulfilling individual objectives by remaining learning organisations.

Suggestions of the Study

- Since the objectives of HRD in Healthcare industry aims at strengthening employee retention, separate programs may be conducted among the employees to motivate them to develop their potentiality more by realising their strength and responsibility.
- The study has ascertained a significant effectiveness of Induction Training Program in Healthcare Industry. So, the top level management in corporate hospitals may take measures to implement an intensified Training Program in their organisation.
- The positive relationship existing among the HRD objectives, HRD needs, and HRD practices with the factors of PAS suggests that proper evaluation leads to loyalty among employees and increased reputation of the organisation and reduced churn out.
- The momentum gained by the vibrant workforce is mainly through the advancements in Information technology industry contributing to production of the organisation and placing the economy in the global market. It can be suggested that the young workforce determining the success of the business decides the right place where the knowledge capital can be invested to reap returns.
- It can be suggested that with assured expansion of the Healthcare market, the job opportunities are sure to boost up, which could be sustained only by developing skill sets making the workforce employable and trainable, and guiding the market with excellence through quality, the Indian way.

Conclusion

The Human Resource is considered as the most significant resource activating all other resources in corporate hospitals which are knowledge driven. The Indian corporate hospitals are expected to upgrade their product/service quality to meet the requirements of the global customers with global standards. The management of human resources is essential to enable the delivery of efficient and effective medical services and to achieve patient satisfaction, the studies show that human resources management has a strong impact on healthcare quality, and most of literatures show the importance of human resources management to achieve the goals of health organizations, and emphasize to develop the performance of hospital staff and



nurses through periodic training in order to improve the quality of healthcare service, also a strong, well-motivated and highly trained medical profession is critical to the success of the national healthcare reform. The practices of human resource management are very important in health sector and modern hospitals should have alternative approaches for practicing HRM successfully.

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