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Research Paper | Management

A Study on Effectiveness of Employee Training in Health Care Industry in a Private Multi-Speciality Organization

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ABSTRACT

In the present competitive and dynamic environment, it has become essential for organizations to build and sustain competences that would provide them sustainable competitive advantage. During the initial industrial and manufacturing era, organizations and managers adopted an ad hoc and paternalistic approach to this concern. But, in this knowledge era, where human assets are valued more highly than physical assets, it is but natural that organizations adopt a strategic and planned approach towards the maintenance of human resources. In this context, training has assumed more importance than ever before.

Dynamic and growth-oriented organizations recognize training as an important aspect of the managerial function in a rapidly changing economic and social environment. Training is a continuous and incessant learning process in human resource development.

As the strength of any organization lies in the strength of its people, training is undoubtedly the most important part of organizational renewal as an ongoing process. Training is a process through which a person enhances and develops his efficiency, capacity, and effectiveness at work by improving and updating his knowledge and understanding the skills relevant to his or her job.

No organization can last long in a highly competitive society unless it keeps pace with the emerging market trends and technological changes. If an organization has to compete successfully, its products or services must excel. In addition to an aggressive and imaginative research and engineering effort, it also requires a sustained and forward-looking training effort. Sweeping technological changes are affecting the labor market and are changing the whole mix of jobs and skills needed to perform them. This has a great impact on the people in organizations. Thus training becomes the most essential part in an organization which helps to shape the employees according to the market needs and to adapt to the changing environmental scenario.

KEYWORDS: Training policies, Employee knowledge, Skill, Teaching, and Learning.

INTRODUCTION

Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training is the important sub-system of human resource development. Employee training is a specialized function and is one of the fundamental operative functions for human resource management.

After an employee is selected, placed and introduced he or she must be provided with training facilities. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose. Dale S.Beach defines training as "the organized procedure by which people learn knowledge and/or skill for a definite purpose.

In other words, training improves, changes, moulds the employee's knowledge, skill, behavior, aptitude, and attitude towards the requirements of the job and organization. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization, to acquire and apply the knowledge, skills, abilities and attitudes needed by a particular job and organization.

Thus, training bridges the differences between job requirements and employee's present specifications.

DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT

Employee training is distinct from management development or executive development. While the former refers to training given to employees in the areas of operations, technical and allied areas, the latter refers to developing an employee in the areas of principles and techniques of management, administration, organization and allied areas. Following table presents the differences between training and development.

TABLE 1: DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT

Area	Training	Development
Content	Technical skills and knowledge	Managerial and behavioral skills and knowledge
Purpose	Specific job-related	Conceptual and general knowledge
Duration	Short-term	Long-term
For whom	Mostly technical and non-managerial personnel	Mostly for managerial personnel

IMPORTANCE OF TRAINING

The importance of human resource management to a large extent depends on human resource development. Training is the most important technique of human resource development. No organization can get a candidate who exactly matches with the job and the organizational requirements. Hence, training is important to develop the employee and make him suitable to the job.

Job and organizational requirements are not static, they are changed from time to time in view of technological advancement and change in the awareness of the Total Quality and Productivity Management (TQPM). The objectives of the TQPM can be achieved only through training as training develops human skills and efficiency. Trained employees would be a valuable asset to an organization. Organizational efficiency, productivity, progress and development to a greater extent depend on training. Organizational objectives like viability, stability and growth can also be achieved through training. Training is important as it constitutes significant part of management control.

NEED FOR TRAINING

Every organization big or small, productive or non-productive, economic or social, old or newly established should provide training to all employees irrespective of their qualification, skill, suitability for the job, etc. Thus, no organization can choose whether or not to train employees.

Training is not something that is done once to new employees; it is used continuously in every well run establishment. Further, technological changes, automation, require up-dating the skills and knowledge. As such an organization has to retrain the old employees.

Specifically, the need for training arises due to the following reasons:

- To match the employee specifications with the job requirements and organizational needs.

- For organizational viability and the transformation process.
- For technological advancements.
- To cope with organizational complexity.
- To maintain healthy human relations.
- To manage changes in the job assignment.
- To increase productivity.
- To improve quality of the product/ service.
- To help a company to fulfill its future personnel needs.
- To improve organizational climate.
- To improve health and safety.
- To prevent obsolescence.
- To effect the personal growth.
- To minimize the resistance to change.

TRAINING OBJECTIVES

Generally, line managers ask the personnel manager to formulate the training policies. The personnel manager formulates the following training objectives in keeping with the organization's goals and objectives.

- To prepare the employee both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the new entrants the basic knowledge and skill they need for an intelligent performance of definite job.
- To prepare employees for higher level tasks.
- To assist employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.
- To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of outlook that may arise from over-specialization.
- To develop the potentialities of people for the next level job.
- To ensure smooth and efficient working of a department.
- To ensure economical output of required quality.
- To promote individual and collective morale, a sense of responsibility, co-operative attitudes and good relationships.

BENEFITS OF TRAINING

Benefits of training are multi-faceted. Training process benefits the organization, individual and in the formulation of policies and in the maintenance of human relations.

A. Benefits to the organization:

- Leads to improved profitability and/or more positive attitudes toward profits orientation.
- Improves the job knowledge and skills at all levels of the organization.
- Improves the morale of the workforce.
- Helps people identify with organizational goals.
- Helps create a better corporate image.
- Fosters authenticity, openness and trust.
- Improves the relationship between boss and subordinate.
- Aids in organizational development.
- Learns from the trainee.
- Helps prepare guidelines for work.
- Aids in understanding and carrying out organizational policies.
- Provides information for future needs in all areas of the organization.
- Organization gets more effective decision-making and problem solving.
- Aids in development for promotion from within.
- Aids in developing leadership skill, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.
- Aids in increasing productivity and/or quality of work.
- Helps keep costs down in many areas, e.g., production, personnel, administration, etc.
- Develops a sense of responsibility to the organization for being competent and knowledgeable.
- Improves labor-management relations.
- Reduces outside consulting costs by utilizing competent internal consulting.
- Stimulates preventive management as opposed to putting out fires.
- Eliminates sub-optimal behavior (such as hiding tools).
- Creates an appropriate climate for growth, communication.
- Aids in improving organizational communication.
- Helps employees adjust to change.
- Aids in handling conflict, thereby helping to prevent stress and tension.

B. Benefits to the Individual:

Benefits to the individual in turn ultimately benefit the organization.

- Helps the individual in making better decisions and effective problem solving.
- Through training and development, motivational variables of recognition, achievement, growth, responsibility and advancement are internalized and operationalized.
- Aids in encouraging and achieving self-development and self-confidence.
- Helps a person handle stress, tension, frustration and conflict.
- Provides information for improving leadership knowledge, communication skills and attitudes.
- Increases job satisfaction and recognition.
- Moves a person toward personal goals while improving interactive skills.
- Satisfies, personal needs of the trainer (and trainee).
- Provides the trainee on avenue for growth and a say in his/her own future.
- Develops a sense of growth in learning.
- Helps a person develop speaking and listening skills; also writing skills when exercises are required.
- Helps eliminate fear in attempting new tasks.

C. Benefits in Human Relations, Intra and Intergroup Relations and Policy Implementation:

- Improves communication between groups and individuals.
- Aids in orientation for new employees and those taking new jobs through transfer or promotion.
- Provides information on equal opportunity and affirmative action.
- Provides information on other governmental laws and administrative policies.
- Improves interpersonal skills.
- Makes organization policies, rules and regulations viable.
- Improves morale.
- Builds cohesiveness in groups.
- Provides a good climate for learning, growth, and co-ordination.
- Makes the organization a better place to work and live.

OBJECTIVES OF THE STUDY

The objectives of the study include:

1. To know the satisfaction level of the employees on the training program.
2. To study the effect of training program on employee performance.

RESEARCH METHODOLOGY

1. Research Design: Descriptive Research has been used in the research.
2. Data collection Method: Both Primary and Secondary data has been used to fulfill the objectives.
3. Research Instrument: Structured questionnaire was designed and used for primary data collection.
4. Sampling Technique: Proportionate Random Sampling.

ANALYSIS AND INTERPRETATION

TABLE 2: SATISFACTION LEVEL OF EMPLOYEES ON TRAINING PROGRAM

Particulars	Satisfaction level of Training Program					
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	**Total**
Respondents	25	34	15	17	9	**100**
Total	25	34	15	17	9	**100**
Percentage	**25%**	**34%**	**15%**	**17%**	**9%**	**100%**

FIGURE 1: SATISFACTION LEVEL OF EMPLOYEES ON TRAINING PROGRAM



INTERPRETATION

From the above figure, it is clear that 34% of the employees are satisfied with the training program, 25% of them are highly satisfied, 15% of the employees are in neutral opinion, 17% of the employees are dissatisfied and 9% of the employees are highly dissatisfied. The overall level of satisfaction remains reasonable.

TABLE 3: EFFECT OF TRAINING PROGRAM ON EMPLOYEE PERFORMANCE

Particulars	Effect of Training Program on Employee Performance				
	Excellent	Good	Fair	Poor	**Total**
Respondents	29	46	17	8	**100**
Total	29	46	17	8	**100**
Percentage	**29%**	**46%**	**17%**	**8%**	**100%**

FIGURE 2: EFFECT OF TRAINING PROGRAM ON EMPLOYEE PERFORMANCE



INTERPRETATION

From the above figure, it is evident that 46% of the employees show a good performance as a result of training program, 29% show excellent results, 17% with fair results and 8% with poor results. The overall effect of the training program remains beneficial to the organization.

FINDINGS OF THE STUDY

1. 34% of the respondents are satisfied with the training program provided in the organization.
2. 46% of the respondents show good performance outputs as a result of training program.

CONCLUSION

Training is thus very essential and beneficial for the employees and to the organization on the whole. As such, an audit of personal needs and operational requirements should be done to determine the specific training needs of individual employees. The increasing competition, among other things increases the significance of training. Training matches the employee with the job from time to time. Further, the trained employees invite organizational change and are ready to take up any type of assignment. The success of any organization, to a greater extent depends on the amount, qualitative and timely training provided by an organization.

What today's and tomorrow's training programs must focus on, are soft-skills such as interpersonal communication, team work, innovation and leadership. Most importantly, the training has to be comprehensive, systematic, and continuous and should be closely linked to the strategy with which the organization is planning to fight the competition. In the future, it is training that will act as catalyst between people, between strategy and systems, between customers and the organization.

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