



# Skill Gap Analysis and Training Effectiveness of Employees

## KEYWORDS

Perception, Skill Gap, Performance, Growth, Enhancement.

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**ABSTRACT** *The paper is a perception survey of skill identification of the employees' performance in hospital industry. The research question addressed the extent at which the employee providing the feedback regarding the training and to identify the skill gap, so it lead to provide the efficient training to the employees to achieve the organizational objective. The place of study is hospital industry, the duration of study is between March, 2014 to April, 2014. The research was carried out with a sample size of 60 employees. This study falls under exploratory research and hence exploratory research design was followed. Data was collected based on structured questionnaire method using purposive Random Sampling. Likert five point scale was adapted to rate the determining factors that help to determine the training to enhance the employees, are to meet the learning objective, programs, material handling facilities, job effectiveness, growth and result, behavior and relationship, attitude towards training and overall training.*

## INTRODUCTION OF THE STUDY:

The study that is been done in this project is related to the importance of Human Resource Department in the Hospitals in India, which comes under the Indian HealthCare Industry. The health care industry, or medical industry, is an aggregation of sectors within the economic system that provides goods and services to treat patients with curative, preventive, rehabilitative, and palliative care. The health care industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of gross domestic product (GDP) of most developed nations, health care can form an enormous part of a country's economy. But as we know that India is a developing country this industry is yet to make its potential impact on the economy.

India's healthcare system is developing rapidly and continues to expand its coverage, services and expenditure in the public as well as private sectors. So, as this sector develops day by day, it generates more employment opportunities and hence Human Resource Management becomes a crucial part. Since the Health Care industry is a service driven industry, it must be made sure that right people are recruited in the right positions and their performances are evaluated from time to time.

## OBJECTIVES

- To find the skill gap of individual employee's.
- To find the perception gap in training program

## METHODOLOGY:

The type of research which is used in this study is descriptive research in which the researcher does not interact with the participant include observational studies of people in an environment and studies involving data collection using existing records (e.g., medical record review).

## ANALYSIS AND INTERPRETATION:

### PAIRED SAMPLE SIGN TEST

The Paired-Samples T Test procedure compares the means of two variables for a single group.

### HYPOTHESIS:

Ho: There is no significant difference between the vision acuity for the month of January and February with respect to the constructs to the skill identification enhance the

training efficiency to employee.

Ha: There is a significant difference between the vision acuity for the month of January and February with respect to the constructs to the skill identification enhances the training efficiency to employee.

**TABLE 1 Vision acuity**

Paired Samples Test using vision acuity					
S.NO			t	df	Sig. (2-tailed)
1.	Pair 1	$V^*1 - v_{11}$	1.160	14	.265
2.	Pair 2	$V^*2 - v_{22}$	-.764	14	.458
3.	Pair 3	$V^*3 - v_{33}$	5.501	14	.000
4.	Pair 4	$V^*4 - v_{44}$	-.292	14	.774

\*

• From the table1 it gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for the constructs expect for one item: torch light examination. Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February, hence no further modification is required in the near future expect torch light examination.

**TABLE 2**

objective refraction					
S.NO			t	df	Sig. (2-tailed)
1.	Pair 1	$O^*1 - o_{11}$	.642	14	.531
2.	Pair 2	$O^*2 - o_{22}$	.000	14	1.000
3.	Pair 3	$O^*3 - o_{33}$	-.564	14	.582
4.	Pair 4	$O^*4 - o_{44}$	-.619	14	.546
5.	Pair 5	$O^*5 - o_{55}$	-1.825	14	.089
6.	Pair 6	$O^*6 - o_{66}$	-.823	14	.424

**O\* Objective refraction**

- The above table gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February, hence no further modification is required in the near future.

**TABLE 3**

subjective refraction					
S.NO			t	df	Sig. (2-tailed)
1.	Pair 1	S*1 - s11	-1.000	14	.334
2.	Pair 2	S*2 - s22	.211	14	.836
3.	Pair 3	S*3 - s33	6.081	14	.000
4.	Pair 4	S*4 - s44	.521	14	.610
5.	Pair 5	S*5 - s55	-1.871	14	.082

- The above table gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for the constructs expect for one item: cylinder power. Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February, hence no further modification is required in the near future expect cylinder power for patient.

**TABLE 4 Prescription writing**

S.No			t	df	Sig. (2-tailed)
1.	Pair 1	P*1 - p11	1.200	14	.250
2.	Pair 2	P*2 - p22	-1.146	14	.271
3.	Pair 3	P*3 - p33	-.888	14	.389
4.	Pair 4	P*4 - p44	4.315	14	.001
5.	Pair 5	P*5 - p55	.494	14	.629

- From the table 4 it gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for the constructs expect for one item: ARC and advice. Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February, hence no further modification is required in the near future expect advice to patient.

**TABLE 5 Paired Samples Test**

S.NO			t	df	Sig. (2-tailed)
1.	Pair 1	s1 - s11	-1.000	14	.334
2.	Pair 2	s2 - s22	.211	14	.836
3.	Pair 3	s3 - s33	6.081	14	.000
4.	Pair 4	s4 - s44	.521	14	.610
5.	Pair 5	s5 - s55	-1.871	14	.082

- From the table 5 it gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for the constructs expect for one item: anti reflection coating. Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February, hence no further modification is required in the near future expect anti reflection coating.

**TABLE 6**

S.NO			t	df	Sig. (2-tailed)
1.	Pair 1	f1 - f11	-1.239	11	.241
2.	Pair 2	f2 - f22	-2.171	11	.053
3.	Pair 3	f3 - f33	-.821	11	.429
4.	Pair 4	f4 - f44	-.804	11	.438

- From the table 6 gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for the constructs, Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February, hence no further modification is required in the near future expect anti reflection coating.

**TABLE 7 Handling instrument**

S.NO			t	df	Sig. (2-tailed)
1.	Pair 1	h1 - h11	3.500	14	.004
2.	Pair 2	h2 - h22	.000	14	1.000
3.	Pair 3	h3 - h33	-1.435	14	.173

- From the table 7 it gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for the constructs expect for one item: Instruments. Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February, hence no further modification is required in the near future expect anti reflection coating.

**TABLE 8 Patient centered care**

S.NO			t	df	Sig. (2-tailed)
1.	Pair 1	Pc*1 - pc11	.000	14	1.000
2.	Pair 2	Pc*2 - pc22	1.146	14	.271

• The above table gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for the constructs, Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February; hence no further modification is required in the near future.

**TABLE 9 Attitude towards co-workers**

S.NO			t	df	Sig. (2-tailed)
1.	Pair 1	A*1 - a11	.292	14	.774

• From the table 9 it gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for the constructs, Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February; hence no further modification is required in the near future.

**TABLE 10 Medical record reading**

S.NO			t	df	Sig. (2-tailed)
1.	Pair 1	M*1 - m11	.521	14	.610
2.	Pair 2	M*2 - m22	-2.168	14	.048
3.	Pair 3	M*3 - m33	.899	14	.384

• The above table gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for the constructs, Therefore the null hypothesis is accepted. It is observed that there is significant improvement in the skill level of the employees during the month of January and February; hence no further modification is required in the near future.

**INDEPENDENT SAMPLE T- TEST**

- The above table gives the input for testing the hypothesis. It can be seen that the significance level is greater than 0.05 for most of the constructs expect for six items: learning objective, programs, material and facilities, Growth and result, attitude towards training and overall rating. Therefore the null hypothesis is accepted.
- It is observed that there is no gap in the construct of effective training between the trainer and trainee, where effective training are given to the employees under refraction department.

**INDEPENDENT SAMPLE T- TEST:**

**Refraction Department:**

- From the analysis it was found that there were more gaps between trainer and trainee in learning objective, behavioral and relationship where they fail to meet objective of the program, and gap between supervisor and subordinate under refraction department.
- There were gap found in certain variables such as program structure, training material and venue of the program, information regarding their current job, training content.
- There were no significant gaps found in growth and result, and attitude, they feel that training program was appropriate.

**MRD Department:**

- From the analysis gaps were found in certain variables such as training program, material and facilities, work effectiveness, attitude about the training program.
- From the analysis gaps are fulfilled between the trainer and trainee in certain variables they are: overall rating, behavior and relationship, growth and result, and learning objective met.

**PAIRED SAMPLE T- TEST:**

**Gap Analysis**

EMPLOYESS LACK IN.	EMPLOYESS IMPROVEMENT
Torch light examination.	Receiving the patient and handling the attenders
Cylinder power used the JCC	Objective refraction
Anti-reflection coating.	Subjective refraction
To check whether the instrument is cleaned.	prescription writing
	Spectacle counseling
	Field of handling instrument
	Medical record reading.

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