

A PAPER ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN ASTER RAMESH HOSPITAL, VIJAYAWADA

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ABSTRACT

This study evaluates the effectiveness of training and development programs at Aster Ramesh Hospital. By employing a mixed-methods approach, including surveys, interviews, and performance data analysis, the research assesses the impact of these programs on employee performance, job satisfaction, and patient care quality. The findings indicate that well-structured training initiatives significantly enhance employees' skills and knowledge, leading to improved job performance and higher patient satisfaction levels. The study also identifies areas for improvement, such as the need for more personalized training modules and continuous professional development opportunities. Overall, the research underscores the critical role of effective training and development in fostering a competent and motivated healthcare workforce.

Key words: Training and Development, Employee Performance, Skill Development, Organizational Growth Evaluation of Training ,Job Performance ,Employee Satisfaction

1. INTRODUCTION

Human Resource Development

Human beings are resources to an organization. They represent an investment whose development and utilization requires managing (i.e. planning, organizing, leadership and evaluation). There is a fundamental truth in the cliché that "People are the organizations most important assets".

Human resource is the important resource of any organization. The complicated and challenging task of human resource management is handled by the personnel department. The aim of this department is to utilize man power to the fullest extent. Hence if an organization has to succeed it has to select right men to right job and right place at the right time.

Functions performed by personnel department are:

- Manpower planning
- Recruitment
- Selection and placement
- Training and Development
- Performance management system
- Wage and salary administration
- Employee relations and welfare facilities
- Legal compliances
- Compensation and benefits
- Retirement

The organization consists of human resource department which is inevitable in today's fast changing world. So is the case with Aster Ramesh Hospitals which has an effective HR department. In Aster Ramesh Hospitals, totally 250 employees are working at present

Training and development

Training and Development nowadays constitute an on-going process in any organization. Training is a tool for increasing individual performance and overall organizational growth. The objective of the training is to enable the employees to grow acquire knowledge of thought and action.

Training

- Training refers to importing of specific skills, abilities and knowledge to an employee or it is any attempt to improve present or future, employee performance by increasing an employee ability to perform.
- Training is needed not only for technicians who work in the shop floor but also for supervisors, managers and executives.
- Development refers to those learning opportunities designed to help employees grow.

- Any training & development programme must contain inputs, which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look in to the distant future.

Importance of Training and Development

- Training is the corner stone of sound management, for it makes employees more effective and productive.
- Training is a practical and vital necessity because, apart from the other advantages mentioned above, it enables employees to develop and rise within the organization, and increase their market value, earning power and job security.
- Recognition of the importance of training in recent years has been heavily influenced by the intensification of the overseas competition and the relative success of economies like Japan, Germany etc.
- This has also been underscored by the rise in HRM with its emphasis on the importance of people and the skills they possess in enhancing organization efficiency.

Objective of study

- To study the Training programmes and their impact on employees at Aster Ramesh Hospital, Vijayawada.
- To Enhancing employee skills and knowledge.
- To Enhancing employee engagement, satisfaction, and retention.
- To Evaluate staff development initiatives, improve patient care outcomes.

Problem Statement

Despite considerable investment in training and development programs, many organizations struggle to measure their effectiveness accurately. There is often a gap between the training provided and the tangible improvements in employee performance, productivity, and organizational outcomes. This research seeks to address this gap by assessing the current training and development initiatives, identifying key performance indicators, and determining the impact of these programs on both individual and organizational success. The goal is to provide actionable insights and recommendations to enhance the efficacy of training and development efforts.

Despite substantial investments, there is a lack of clear evidence on how training and development programs impact employee performance and organizational outcomes. This creates challenges in justifying the ROI and optimizing these initiatives.

- 1. Measurable Outcomes:** Difficulty in defining and measuring specific outcomes of training programs.
- 2. Employee Engagement:** Challenges in ensuring employees engage with and apply training effectively.
- 3. Performance Metrics:** Identifying relevant metrics that link training to performance improvements.
- 4. Sustainability:** Ensuring long-term retention and application of skills learned.
- 5. Customization:** Tailoring training to meet the diverse needs of different roles and departments.
- 6. Feedback Mechanisms:** Implementing systems to gather and act on participant feedback for continuous improvement.

2. METHODOLOGY OF THE STUDY

Research methodology is purely and simply the framework or a plan for study that guides the collection and analysis of data. Research is the scientific way to solve the problems and is necessarily used to improve market potential. This involves exploring the possible methods, one by one, and arriving at the best solution, considering the resources at the disposal of research.

Research Design

A research design is a specification of methods and procedure for acquiring the information needed. It is the overall operation pattern or framework of the project that stipulates what information is to be collected from which sources by what procedure, it also refers to the blue print of the research process.

- Research Design:** Descriptive
- Data:** Primary and Secondary data
- Research:** Survey method
- Research instrument:** Questionnaire, expert's interview
- Data Collection:** The required data for the project has collected from Primary and Secondary Data

Primary Data:

Primary data are those, which are gathered directly through questionnaire and it is the original source of data collected by the researcher. Primary data is collected with the help of structured questionnaire administered to 50 randomly selected employees at Aster Ramesh Hospital the managerial level.

Secondary Data:

- Secondary data are those which are generally published sources which are been collected originally for some other purpose they are not gathered specially to achieve the objectives of particular research project.
- Secondary data is collected through the documents provided by HR department such as reports and books of various authors in HRI) and annual report of the company.

Sample Process

Sampling Unit: All Employees of Aster Ramesh Hospital Vijayawada.

Duration: Feb to Mar (2024)

Type of sampling

Type of sampling used in this survey was simple random sampling. In this method, the sampling units had chosen randomly from the total employees at all the levels in the levels in the organization.

Sample size determination

Sample size refers to number of elements to be included in the study. The sample size of respondents was decided to be 50 and the questionnaire was administered to 50 randomly selected employees of Ramesh Hospitals.

Research Instruments

- Questionnaire.
- Questionnaire refers to a device for securing answer to a formally arranged list of questions by using the term, which the respondent fills in himself.

Questionnaire Design

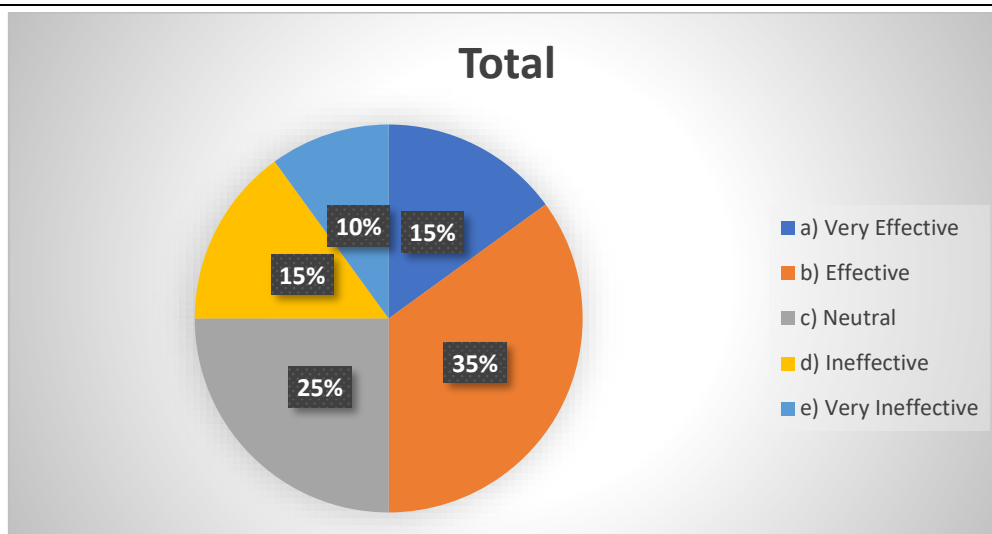
- Open-ended
- Close-ended
- Dichotomous questions
- Multiple questions

Statistical Tools

- The collected data were classified and tabulated and analyzed with some of the statistical tools listed
- Percentage analysis
- Line graph was used to explain the tabulation clearly

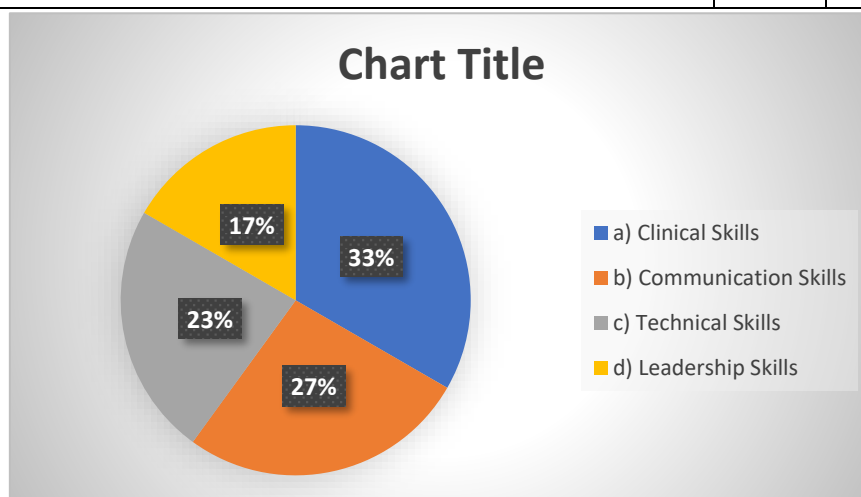
DATA ANALYSIS AND INTERPRETATION

1. How effective do you find the current training programs in enhancing your professional skills?		Total	Percentage
a)	Very Effective	15	15%
b)	Effective	35	35%
c)	Neutral	25	25%
d)	Ineffective	15	15%
e)	Very Ineffective	10	10%



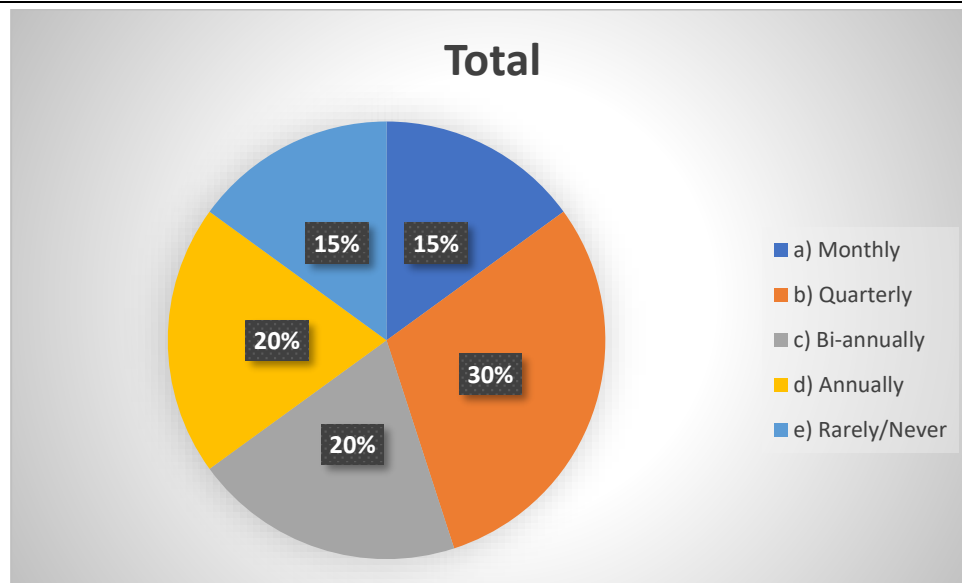
INTERPRETATION: The survey results indicate that 50% of respondents find the current training programs effective or very effective, suggesting overall success in enhancing professional skills. However, 25% are neutral, and another 25% find the programs ineffective or very ineffective. This split highlights the need for reassessment and potential improvement to address the concerns of those who do not find the training beneficial.

2. Which specific skills have you improved through the training programs at Aster Ramesh Hospital?		Total	Percentage
a)	Clinical Skills	33	33%
b)	Communication Skills	27	27%
c)	Technical Skills	23	23%
d)	Leadership Skills	17	17%



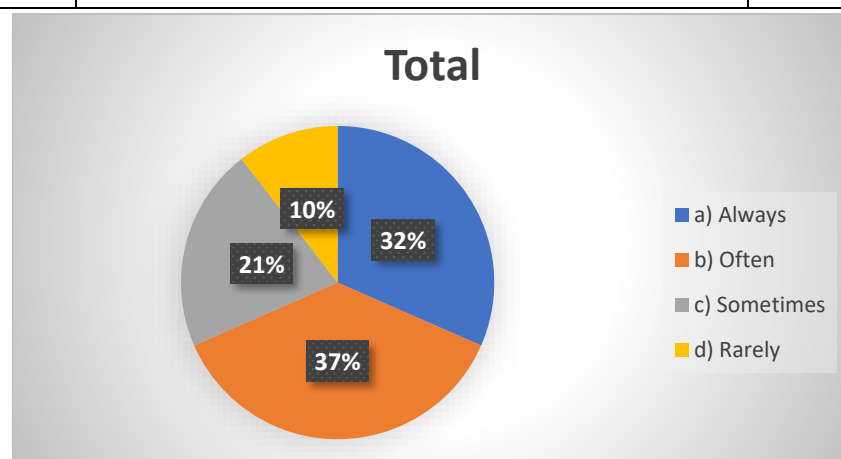
INTERPRETATION: The training programs at Aster Ramesh Hospital have been most effective in improving clinical skills (50%), followed by communication skills (40%) and technical skills (35%). Leadership skills saw the least improvement at 25%, indicating that while the programs are successful overall, there is room to enhance their focus on developing leadership abilities.

3. How often do you participate in training programs provided by the hospital?		Total	Percentage
a)	Monthly	15	15%
b)	Quarterly	30	30%
c)	Bi-annually	20	20%
d)	Annually	20	20%
e)	Rarely/Never	15	15%



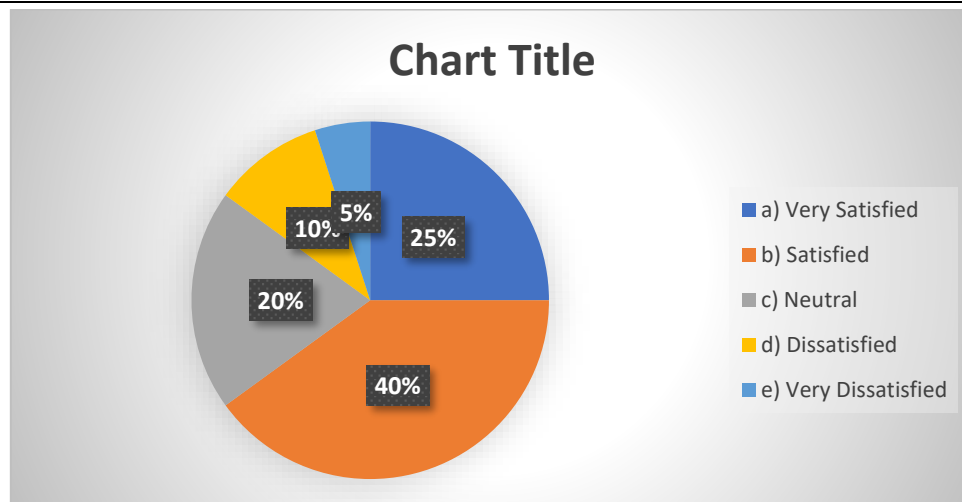
INTERPRETATION: The survey indicates varied participation in Aster Ramesh Hospital's training programs 30% attend quarterly, 20% bi-annually, and 20% annually. Monthly and rarely/never participation are both at 15%. This suggests moderate to high overall engagement, with quarterly sessions being the most common, but also highlights a need to address the disengagement seen in the 15% who rarely or never participate

4. Do you feel that the training programs are relevant to your job role?		Total	Percentage
a)	Always	32	32%
b)	Often	37	37%
c)	Sometimes	21	21%
d)	Rarely	10	10%



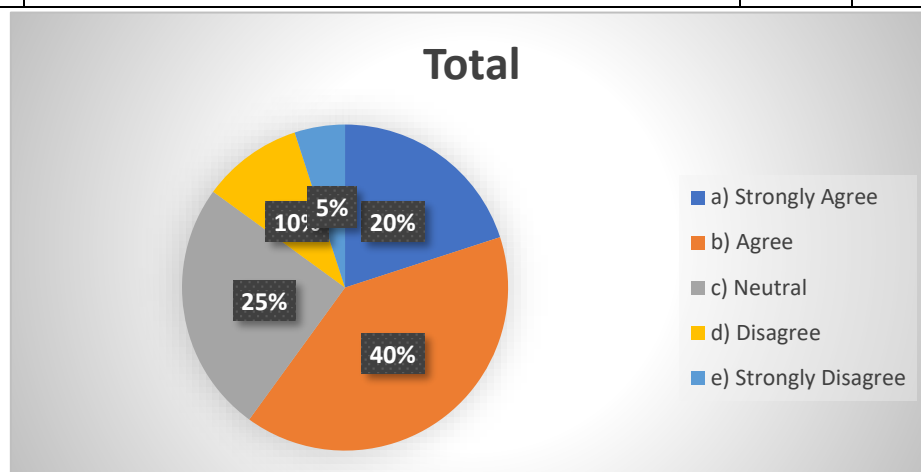
5. How satisfied are you with the training opportunities provided by Aster Ramesh Hospital?		Total	Percentage
a)	Very Satisfied	25	25%
b)	Satisfied	40	40%
c)	Neutral	20	20%
d)	Dissatisfied	10	10%
e)	Very Dissatisfied	5	5%

INTERPRETATION: The survey reveals that 69% of respondents find the training programs always or often relevant to their job roles, indicating strong alignment with professional needs. However, 21% find them only sometimes relevant, and 10% rarely see relevance. This suggests that while the majority benefits, there's room to improve the consistency and relevance of the training content for all employees.



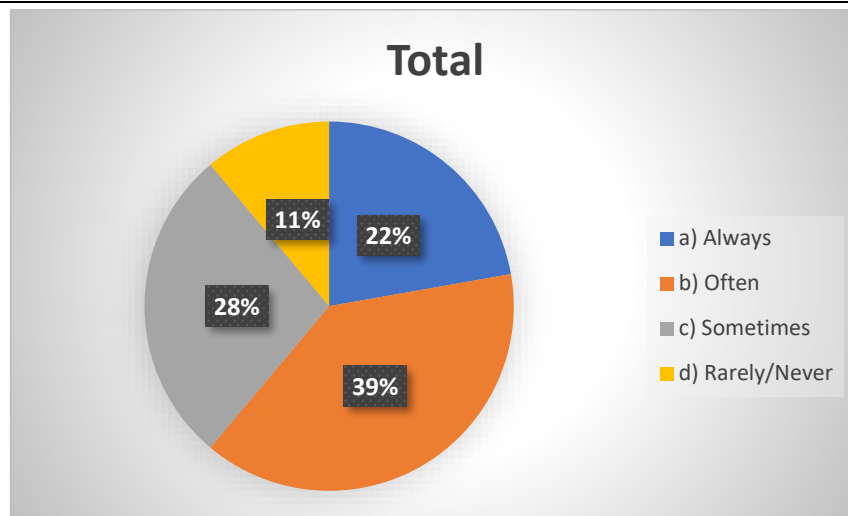
INTERPRETATION: The survey shows that 65% of respondents are very satisfied or satisfied with the training opportunities at Aster Ramesh Hospital. However, 20% are neutral, and 15% are dissatisfied or very dissatisfied, indicating that while most employees are content, there is room to enhance training programs to better meet the needs of all staff.

6. What extent do you agree that the training programs have increased your engagement at work?		Total	Percentage
a)	Strongly Agree	20	20%
b)	Agree	40	40%
c)	Neutral	25	25%
d)	Disagree	10	10%
e)	Strongly Disagree	5	5%



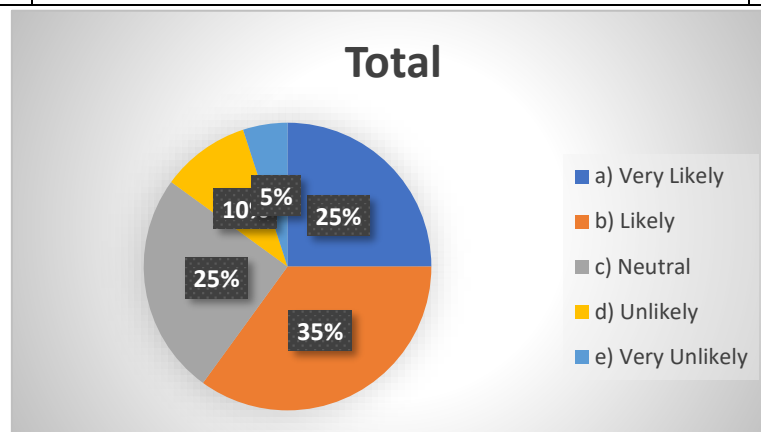
INTERPRETATION: The survey results show that 60% of respondents agree or strongly agree that the training programs have increased their engagement at work. Meanwhile, 25% are neutral, and 15% disagree or strongly disagree. This indicates that the majority feel more engaged due to the training programs, though a significant portion remains neutral or disengaged, suggesting a need for further improvements to boost engagement for all employees

7. Do you feel more motivated to perform your job after attending training sessions?		Total	Percentage
a)	Always	22	22%
b)	Often	39	39%
c)	Sometimes	28	28%
d)	Rarely/Never	11	11%



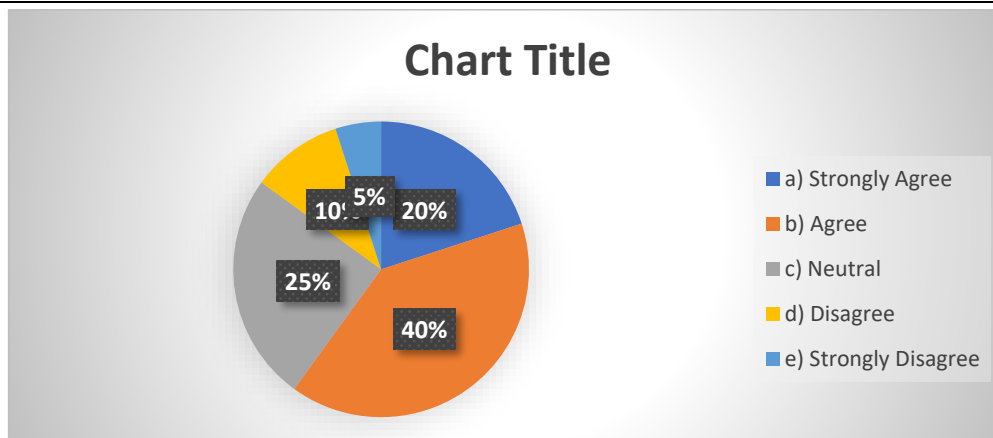
INTERPRETATION: The survey indicates that 61% of respondents always or often feel more motivated after training sessions. However, 28% only sometimes feel motivated, and 11% rarely or never do. This suggests that while most employees gain motivation from the training, there is still a significant portion that does not consistently experience this benefit, pointing to an area for improvements

8. How likely are you to recommend the hospital's training programs to your colleagues?		Total	Percentage
a)	Very Likely	25	25%
b)	Likely	35	35%
c)	Neutral	25	25%
d)	Unlikely	10	10%
e)	Very	5	5%



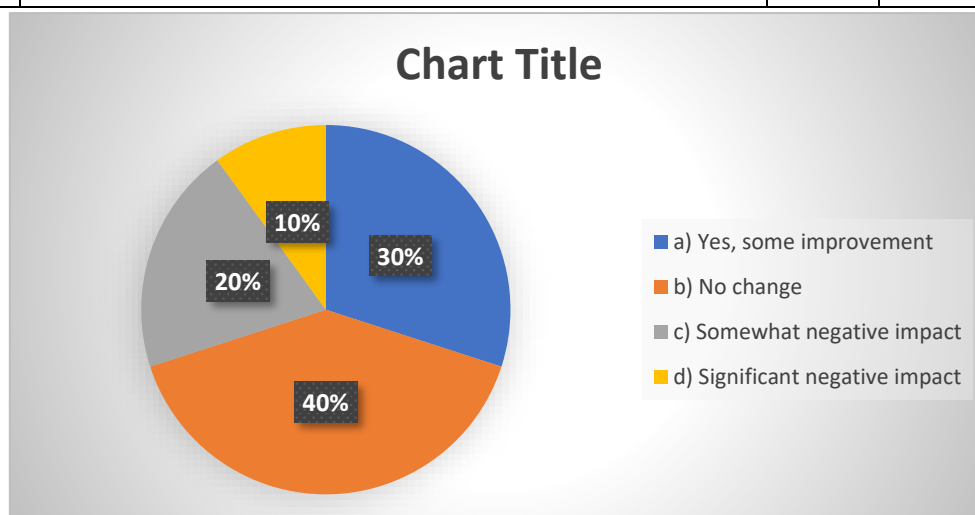
INTERPRETATION: The survey indicates that 60% of respondents are very likely or likely to recommend the hospital's training programs to colleagues. However, 25% are neutral, and 15% are unlikely or very unlikely to recommend them. This shows that while most view the training positively, there is room for improvement to increase overall satisfaction and recommendations.

9. Do you believe that the training programs have impacted your decision to stay with Aster Ramesh Hospital?		Total	Percentage
a)	Strongly Agree	20	20%
b)	Agree	40	40%
c)	Neutral	25	25%
d)	Disagree	10	10%
e)	Strongly Disagree	5	5%



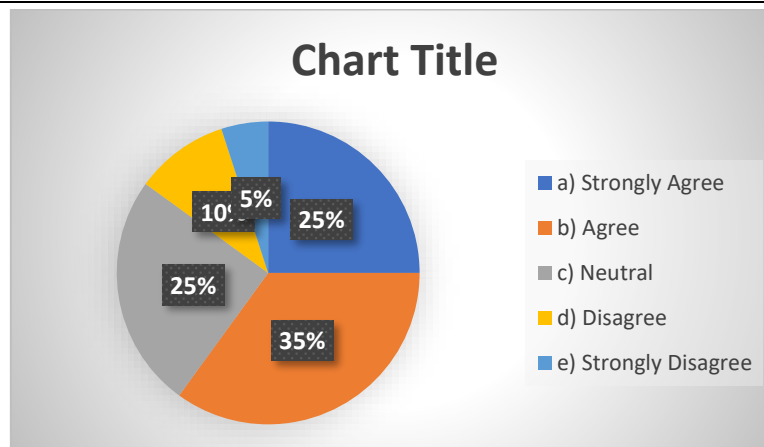
INTERPRETATION: The survey shows that 60% of respondents agree or strongly agree that the training programs have influenced their decision to stay with Aster Ramesh Hospital. However, 25% are neutral, and 15% disagree or strongly disagree, suggesting that while the programs significantly aid in retention for many, there is still room to improve their impact on all employees' decisions to stay.

10. Did you noticed an improvement in patient care outcomes as a result of the training programs?		Total	Percentage
a)	Yes, some improvement	30	30%
b)	No change	40	40%
c)	Somewhat negative impact	20	20%
d)	Significant negative impact	10	10%



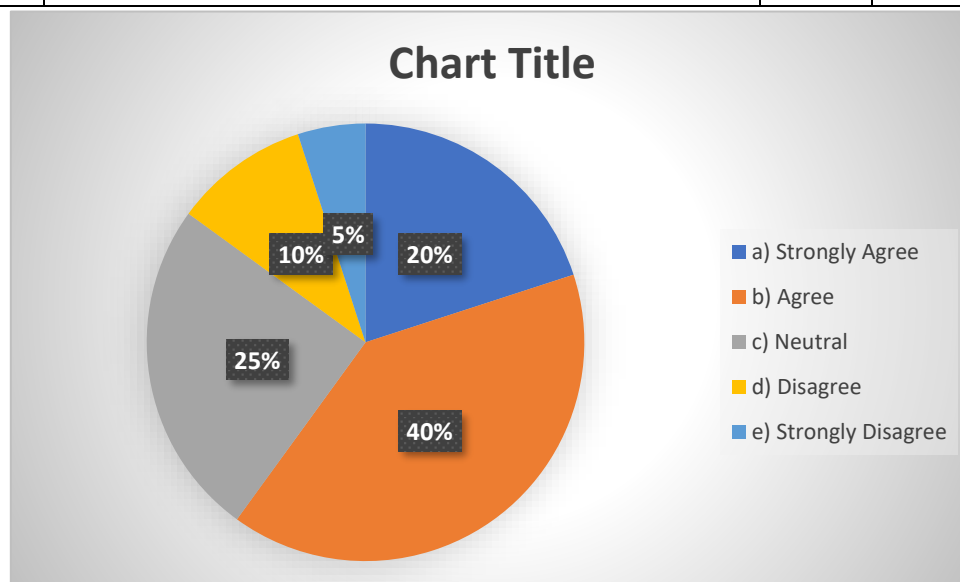
11. Do you feel that the training programs have improved your ability to provide patient care?		Total	Percentage
a)	Strongly Agree	25	25%
b)	Agree	35	35%
c)	Neutral	25	25%
d)	Disagree	10	10%
e)	Strongly Disagree	5	5%

INTERPRETATION: The survey indicates that 30% of respondents noticed some improvement in patient care outcomes from the training programs, while 40% saw no change. However, 30% reported a negative impact, with 20% observing a somewhat negative impact and 10% a significant negative impact. These mixed perceptions suggest a need to reassess and improve the training programs to ensure they positively influence patient care.



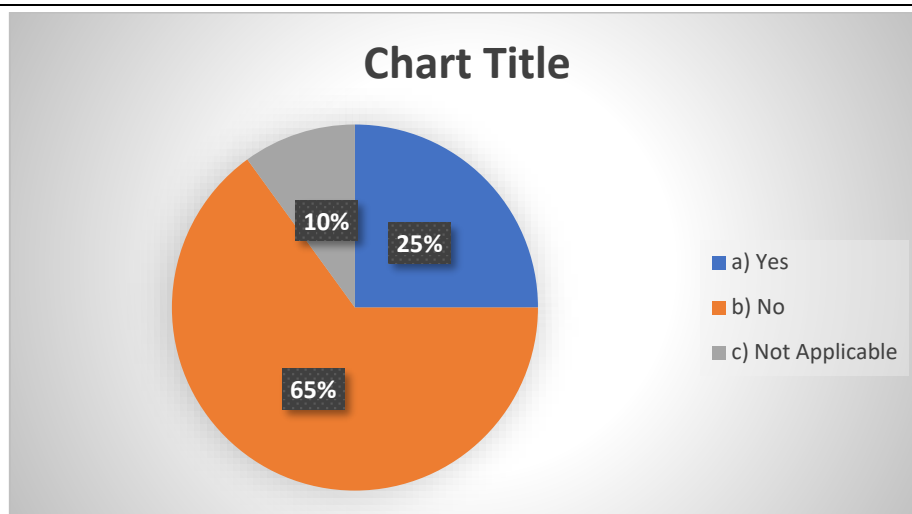
INTERPRETATION: The survey indicates that 60% of respondents strongly agree or agree that the training programs have improved their ability to provide patient care. However, 25% are neutral, and 15% disagree or strongly disagree. This suggests that while many feel the training has enhanced their patient care skills, there's room for improvement to ensure all staff members benefit effectively.

12. Do you believe that the training programs have impacted your decision to stay with Aster Ramesh Hospital?		Total	Percentage
a)	Strongly Agree	20	20%
b)	Agree	40	40%
c)	Neutral	25	25%
d)	Disagree	10	10%
e)	Strongly Disagree	5	5%



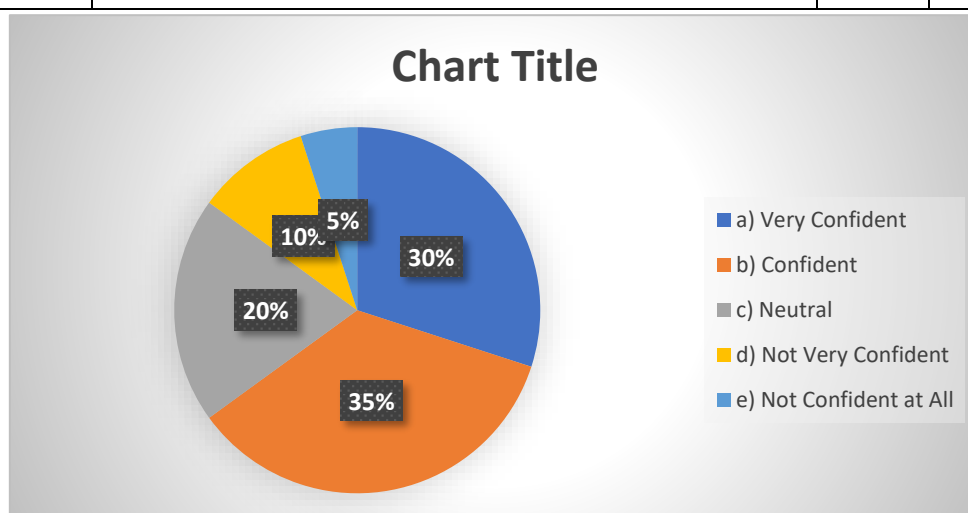
INTERPRETATION: The survey suggests that 60% of respondents agree or strongly agree that the training programs have influenced their decision to stay with Aster Ramesh Hospital. However, 25% are neutral, and 15% disagree or strongly disagree. This highlights the significant impact of training programs on employee retention for most, but also indicates a need for improvement to ensure all staff members feel positively affected.

13. Did you considered leaving the hospital due to inadequate training opportunities?		Total	Percentage
a)	Yes	25	25%
b)	No	65	65%
c)	Not Applicable	10	10%



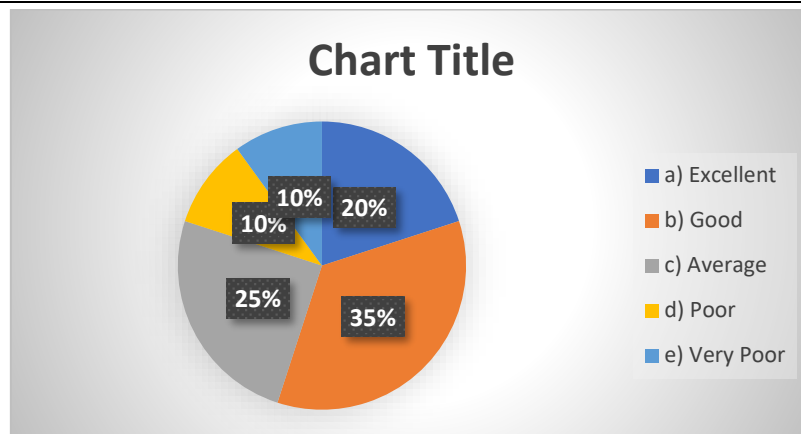
INTERPRETATION: A quarter of hospital staff have contemplated leaving due to insufficient training opportunities, highlighting a significant concern. Addressing this issue is essential to enhance staff satisfaction and retention rates, ensuring the hospital can maintain high-quality care standards.

.14. How confident are you in handling patient care after receiving training?		Total	Percentage
a)	Very Confident	30	30%
b)	Confident	35	35%
c)	Neutral	20	20%
d)	Not Very Confident	10	10%
e)	Not Confident at All	5	5%



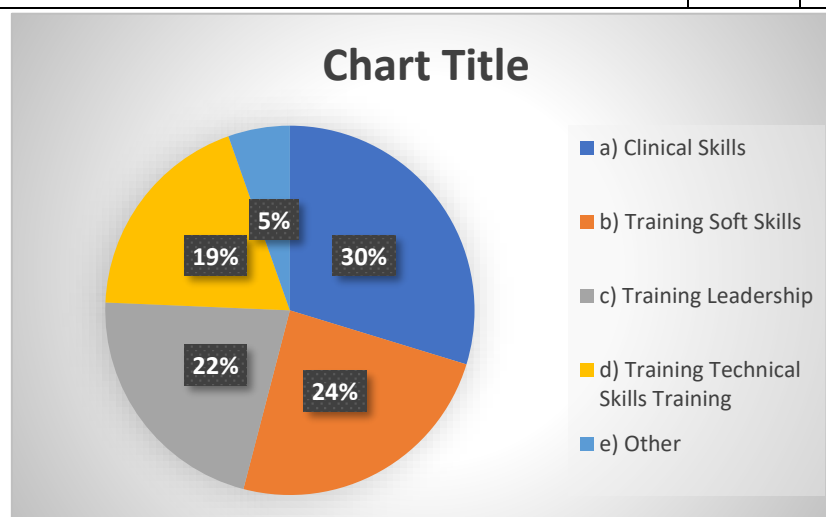
INTERPRETATION: The survey reveals that a majority of hospital staff (65%) feel confident or very confident in handling patient care after training. However, a notable portion (15%) express varying degrees of uncertainty, with 10% feeling not very confident and 5% not confident at all. Ensuring ongoing support and training opportunities for staff could help bolster confidence levels and improve overall patient care quality

15. How would you rate the overall quality of the training programs at Aster Ramesh Hospital?		Total	Percentage
a)	Excellent	20	20%
b)	Good	35	35%
c)	Average	25	25%
d)	Poor	10	10%
e)	Very Poor	10	10%



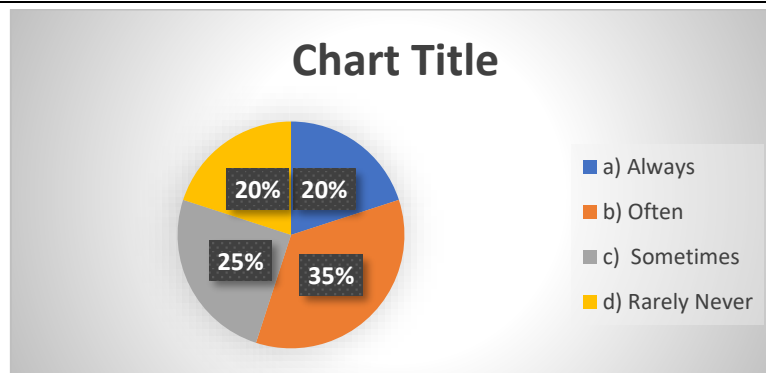
INTERPRETATION: The survey indicates that opinions on the training programs at Aster Ramesh Hospital vary. While 55% rate them positively (20% excellent, 35% good), 45% find them average or below (25% average, 10% poor, 10% very poor). Addressing the concerns raised by the latter group could lead to overall improvements in training quality and staff satisfaction.

16. What types of training do you believe should be added or improved at the hospital?		Total	Percentage
a)	Clinical Skills	30	30%
b)	Training Soft Skills	24	24%
c)	Training Leadership	22	22%
d)	Training Technical Skills Training	19	19%
e)	Other	5	5%



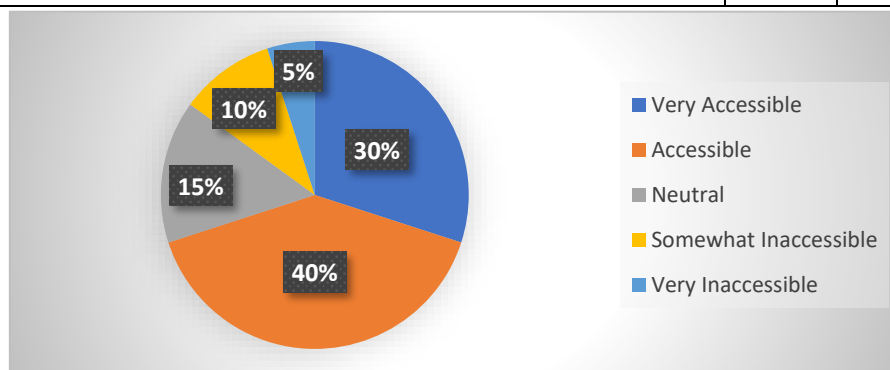
INTERPRETATION: The survey underscores a demand for diverse training enhancements at the hospital. Clinical skills training is deemed a priority by 55% of respondents, closely followed by 45% emphasizing the need for improved soft skills training. Leadership training is advocated by 40%, and technical skills training by 35%. These findings highlight the importance of addressing various aspects of training to meet the diverse needs of hospital staff effectively.

17. Do you feel that management supports and encourages participation in training programs?		Total	Percentage
a)	Always	20	10%
b)	Often	35	40%
c)	Sometimes	25	25%
d)	Rarely Never	20	20%



INTERPRETATION: The survey reveals mixed perceptions regarding management support and encouragement for participation in training programs among hospital staff. While 50% (combining “Always” and “Often” responses) feel supported, 25% indicate it’s only sometimes, and 20% perceive rare or no support. This suggests a need for consistent and proactive efforts from management to foster a culture that prioritizes and encourages staff participation in training initiatives.

18. How accessible are the training programs for all employees?		Total	Percentage
a)	Very Accessible	30	30%
b)	Accessible	40	40%
c)	Neutral	15	15%
d)	Somewhat Inaccessible	10	10%
e)	Very Inaccessible	5	5%



INTERPRETATION: The survey indicates mixed perceptions regarding the accessibility of training programs for all employees at the hospital. While a majority (60%) perceive them as accessible or very accessible, 15% express varying degrees of inaccessibility, with 10% finding them somewhat inaccessible and 5% very inaccessible. Addressing barriers to accessibility could ensure equitable access to training opportunities for all staff members, thereby promoting continuous learning and professional development across the board

3. FINDINGS

After analysing and interpreting the data, certain findings are drawn to make it clear about the “Effectiveness of Training and Development Programmes” organized in the company.

- The employees of Aster Ramesh Hospitals , Vijayawada show interest when they are selected for the Training Programme, which indicate that they all, strive for the quality of service.
- It portrayed that 92% of employees feel that Training and Development programme, cultivate the sense of competition and competitiveness among the employees.
- Most of the employees think that Training and Development Programmes to certain extent improve the Personality – Development.
- Many respondents have undergone Training and Development Programmes recently.
- Survey reveals that 60% of employees satisfied with the Training programme conducted by the organization which is helpful for the practical work.
- Audio-visual/film show method is adopted in the Training and Development

4. SUGGESTIONS

- Introduce more training programmes which will benefit for both employer and the employee.
- Introducing new Technologies to Training program like E-Learning, Mobile Technology such as iPods, PDAs, and Simulations and Distance Learning.
- Enhance good communication attitude among the workers and employees.
- The management should provide an experienced trainer.
- When material is presented to the employee a variety of similar example should be used.
- The term and concept already familiar to the trainee should be used.
- Training material should be organized in a logical manner and has meaningful units.

5. CONCLUSION

- The employees in every organization work for the betterment of the organization and so the employees of Aster Ramesh Hospitals, Vijayawada To make work effectively the concerned departments should organize Training and Development programmes.
- Employees benefit by attending effective training programmes in the organization.
- The organizations benefits by having employees with more skills who are more productive.
- The introduction of new or innovative process of training program to the existing level will surely help this organization to reach greater heights in the years to come.
- I have found out that because of the training employees are more able to perform their work very effectively. By imparting suitable training to employees the company achieves the target of:
 - Low cost
 - High quality
 - Timely service
 - Reliability
 - Value of money
 - Customer satisfaction

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