

EVALUATION OF EMPLOYEES' REACTION TOWARDS TRAINING PROGRAMME IN PRIVATE HOSPITALS IN SALEM

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Abstract—The article was undertaken to analyze the concept of, “Effectiveness of Training” in meeting the objectives of an organization and to adopt the best practices of the industry to serve the customer. The study was conducted in Salem with special reference to 11 hospitals. Salem to study and analyze the Training system of Salem and give suggestions to improve the Training system. The salem group is renowned worldwide for its pioneering work in healthcare an education spanning five decades. Its healthcare division runs 11 hospitals. salem ventured beyond the boundaries created by history, geography, nationality, genders, socio-economic strata and found opportunities to create wealth of different kind - in the form of health, knowledge and social security - working towards a better future. What makes Host company different from its competitors is the superior quality of service and its willingness to incorporate new technology. Today Salem district is trying to command a leadership position in the service industry segment of Tamilnadu. The core purpose of the survey was to find out employee perspective towards the training that is given to them.

Keywords—Effective Training, Employees, Health Care, Hospital Industry, Patients.

INTRODUCTION

Training of employees in hospitals have getting to be among main consideration in the hospital execution. In addition, accentuations expanded because of the progressions into various areas operation, new hypotheses and innovation. Through that public and private hospitals have made strategies and directions to weight and encourage preparing inside themselves.

Training is a legitimate obligation to each hospital in the public service. Each hospital ought to be in charge of training and development of employees. The motivation behind creating and keeping up employee's skills in the hospitals ought to have training programs as indicated by their human asset programs.

Training to employees have not been given the vital consideration which prompted low employee's performance inside health care service sector and come about to expansive number of employee's low execution rates.

IMPORTANCE OF THE STUDY

Every training evaluation programme should state objectives in a generally accepted format (i.e., measurable, specific, challenging, etc.). Evaluation proves input to determine if objectives are being met. Probably the most common purpose of evaluation is the determine the effectiveness of training programme's various elements and activities. Training Programme components include, but are not limited to, methods of presentation, learning environment, training programme content, learning aids, schedule, and the facilitator. Each component makes component makes a difference in the training effort and must be evaluated to make improvements in the training programme.

NEED FOR THE STUDY

More and more private hospitals are investing lakhs of rupees in training programmes to gain a competitive advantage. As a result of their investments in developing and administering their training initiatives, organizations are increasingly

interested in also evaluating their efforts. Training evaluation can be defined as an analytical process involving the collection and reduction of data of all (or some) phases of training process and culminating in the combination of a report containing recommendations about the training programme being evaluated. The overall aim of training evaluation is to influence decisions about the need for the programme in the future; the need for modifications to the training programme; and the need to provide cost and benefit data about the training programme.

OBJECTIVES OF THE STUDY

General Objective

The main objective of this study was to evaluate the effectiveness of training programme in private hospitals in Salem.

Specific Objectives

Specifically, the research was sought

- To measure the employees' reaction with the training programme.
- To evaluate the effect of training programme on employees' knowledge, skills and attitudes

SCOPE OF THE STUDY

The study is confined to private hospitals at Salem. The study has attempted to study the training effectiveness in private hospitals at Salem. The scope of study provokes the views of the 19 employees on training program and measures the training effectiveness in private hospitals at Salem.

LIMITATION OF THE STUDY

During the research, there were some of impediments despite fruitful information gathering. Those limitations were as per the following:

Firstly, money related requirements because of spending deficiency, the researcher has utilized a few respondents as specialists for supplying and gathering questionnaires for his research benefit. Moreover, rather than going to the field and direct meeting the researcher used to meet the respondents who came at the private hospitals at Salem

REVIEW OF LITERATURE

Kashyap et al (2000) presents a quantitative approach to the problem of performance assessments of CBT systems, using a theoretical framework known as General Systems Performance Theory. The use of computers for imparting education and training is rapidly gaining widespread acceptance. There is considerable evidence in literature to show that computer-based training (CBT) can lower training costs and shorten the time taken to complete training. They demonstrated the proposed approach by applying it to evaluate the performance of a set of training systems towards achieving the goal of training situational awareness skills.

Judith Strother (2002) assessed the effectiveness of e-learning in Corporate Training Programs. Corporate managers are constantly looking for more cost-effective ways to deliver training to their employees. E-learning is less expensive than traditional classroom instruction. In addition, many expenses – booking training facilities, travel costs for employees or trainers, plus employee time away from the job - are greatly reduced. However, some firms that have spent large amounts of money on new e-learning efforts have not received the desired economic advantages.

Jeffrey C. Nesbitt (2004) analyzed the practices utilized by XYZ Medical Center to evaluate the effectiveness of EHS training with respect to preferred evaluation practices. An effective Environmental Health and Safety (EHS) training program can result in fewer employee injuries and illnesses, better morale, and lower insurance premiums among other benefits.

Jeeyon Paek et al (2006) examined the impact of training program characteristics on training effectiveness among organizations receiving training services from external training providers. Two surveys were sent to HRD managers and senior managers per company. The results showed that the operational margin of the programs where private training providers was involved increased more and that senior managers perceived the entirely developed training program was more effective than the generic, standard programs.

Ma, Y. (2016) developed and evaluated a new breastfeeding training programme for professionals to improve support for breastfeeding mothers in China. Breastfeeding is widely considered the healthiest way to feed an infant. Promoting breastfeeding and increasing breastfeeding rates has become a global strategy to improve children's health.

Phyllis Tharenou et al (2007) investigated the relationship between training and human resource, performance, and financial outcomes. The relationship between training and firm performance may be mediated by employee attitudes and human capital. Furthermore, training appears to be more strongly related to organizational outcomes when it is matched with key contextual factors such as organization capital intensity and business strategy, in support of the contingency perspective. Further, training is related independently to organizational outcomes in support of the universalistic perspective of strategic human resource management rather than a configurational perspective

James Hale Withers (2011) evaluated the effectiveness of safety training. The first major focus of the study was on the development and testing of a "model" that could be used to develop and then evaluate the effectiveness of the training. The second major focus area was related to examining learning and retention of course material; characteristics of the learner that may influence learning were also evaluated. The third focus area examined nuances associated with the assessment techniques used to measure learning. He concluded with a summary of lessons learned information related to each of the three focus areas and suggests that more extensive research be conducted and that the day-today safety practitioner can play a key role in advancing the state of knowledge of evaluating training effectiveness.

CONCEPT OF TRAINING EFFECTIVENESS

Training is a part of the human resource development, along with the other human resources activities, such as recruitment, selection and compensation. The role of human resource department is to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance. In order to implement the right training methods, the training specialist should be aware of the pros and cons and effectiveness of each training method. Besides, for evaluating training effectiveness, measurement should be done according to the models (Purnima Sharma, 2012).

EVALUATION OF TRAINING

The Training evaluation is a means by which participants express their feedback regarding the effectiveness of Training through a series of quantitative and Qualitative survey question completed at the end of the Training programme. Participant's reaction to training can represent instrumental feedback that can drive important changes in any part of the training delivery process, such as refining of training materials and methods or revisions to content.

RESEARCH METHODOLOGY

Research Meaning:

Research as "the manipulation of things, concepts of symbols for the purpose of generalizing to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art".

Research design

Descriptive design

Descriptive is used for frequencies, averages, and other statistical calculations. Survey research is the systematic gathering of information from the respondents for the purpose of understanding and/or predicting some aspect of the behavior of the population of interest.

Data collection:

Collection of data is first step in statistics. The data collection process follows the formulation for research design including the sample plan. The data can secondary or primary.

- **Collection of primary data:**

It means the first-hand information. Primary data were collected through questionnaire method.

- **Collection of secondary data:**

It means data that is already available i.e., they refer to data, which has already been collected and analyzed by someone else. This includes information from various books, internet, websites etc.

Sampling unit:

The sample unit has collected from the patients in Salem district hospitals.

Sampling size:

The sample size taken to conduct the research 120 respondents.

Sampling method:

Simple random sampling technique is used.

Simple random sampling:

A probability sampling technique in which each element in the population has a known and equal probability of selection. Every element is selected independently of every other element and the sample is drawn by a random procedure from a sampling frame.

Tools used for this analysis:

Percentage analysis:

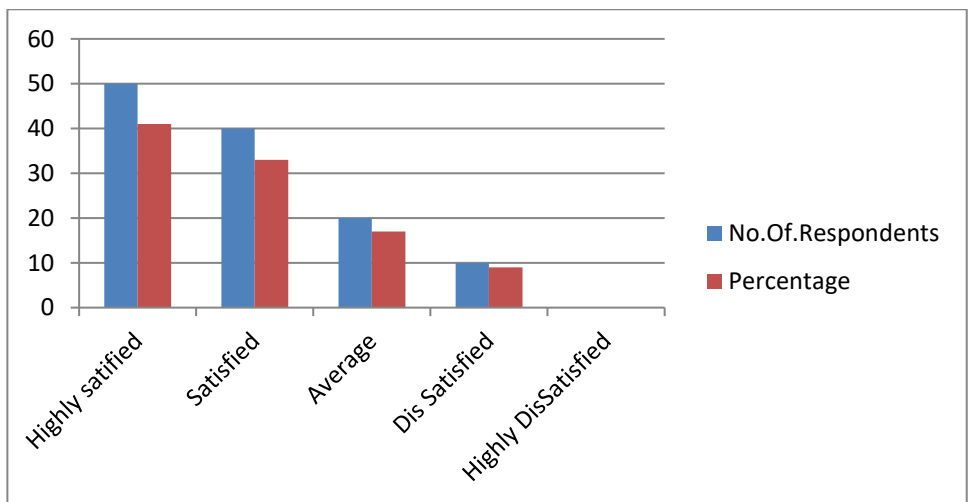
Percentage method refers to a specified kind which is used in making comparison between two or more series of data. Percentages are based on descriptive relationship. It compares the relative items. Since the percentage reduces everything to a common base and thereby allow meaning comparison.

Percentage = Number of respondents x 100/Total no of respondents

Table 1: Working hours of the organization

<i>Particulars</i>	<i>No of respondents</i>	<i>Percentage of respondents</i>
Highly Satisfied	50	41
Satisfied	40	33
Average	20	17
Dissatisfied	10	9
Highly dissatisfied	0	0
Total	120	100

Chart 1: Working hours of the organization



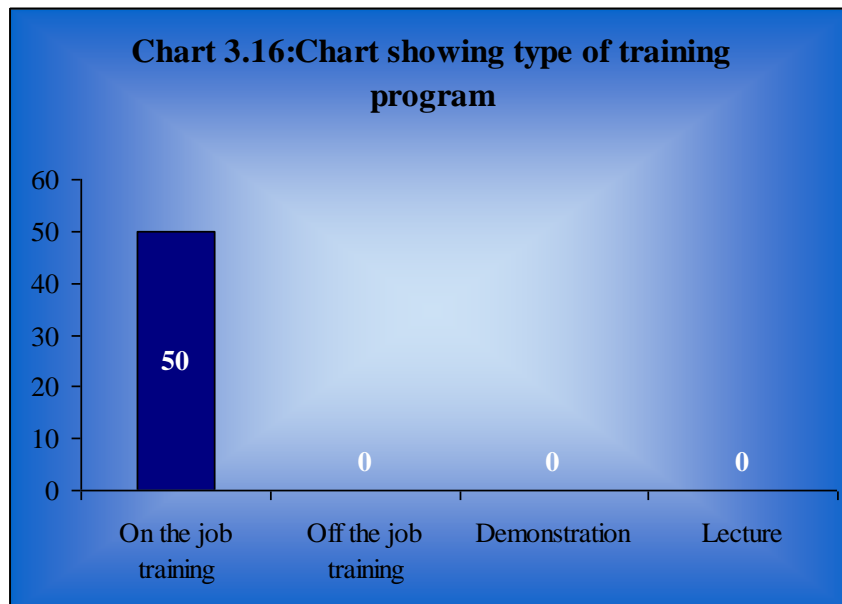
Evaluation of Employees' Reaction Towards Training Programme In Private Hospitals in Salem

From the above table shows the Working hours of the organization. From that 41% of the respondent are Highly satisfied, 33% of the respondent are Satisfied, 17% of the respondent are average in that

Table 2: Training to the employees

<i>Particulars</i>	<i>No of respondents</i>	<i>Percentage of respondents</i>
On the job training	50	100%
Off the job training	0	0%
Demonstration	0	0%
Lecture	0	0%
Total	50	100%

CHART 2: Training to the employees



From the above table, it is inferred that all the employees (100%) have a positive opinion towards the on the job training given by the organization.

FINDINGS AND SUGGESTIONS

- The majority of the male employees are working in the private hospitals at Salem, and their age aggregate is 30 to 35 years.
- Greater part of the employees is working in the Non-Clinical level that is Case Manager/Social Worker, Accountants, Human Resources and Recruiting, Executives - CEO, CFO, CIO., Information Technology staff, and Administrative Assistants in the private hospitals at Salem.
- A large portion of the employees are holding post graduate degree and their aggregate years of experience is 5 to 10 years in the hospital field.

The organization ought to create training of trainers' basic examination of different contributions of the trainers for leading the training program in a productive way. Adequate help must be given to grow right sort of foundation to direct training program.

CONCLUSION

Training is a generous private hospitals' speculation getting a palatable degree of profitability implies connecting the training capacity and exercises to the private hospitals' general proficient activity. The investment in employees, both in creating and keeping up the proper aptitudes, is indispensable piece of the private hospitals' technique for what's to come. Like any speculation, investment in training should create a viable and quantifiable payback. Successful training improves the learning, abilities, states of mind and conduct of employees and consequently their performance. The enhanced performance of employees drives specifically to benefit. Such a payback can be quick and critical, yet it is infrequently measured or displayed in money related terms.

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