Understanding the Need of Regular Staff Training: A Study of Private Hospitals in India

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Abstract

Aim: Employee training sometimes falls to the bottom of the list of priorities while managing a busy health and social care service due to the abundance of issues to take into account. The greatest human resources may be developed and retained via training, which also offers new skills and information. The entire training practices in private hospitals in India were to be evaluated in this study. The research primarily examines how training affects worker performance, organizational commitment, and the standard of healthcare services.

Methodology: A questionnaire was used to gather primary data, and one item was left open-ended to allow for further exploration of the subject.

Findings: The study's results revealed that although employees occasionally receive training, only a small percentage of them think it is of a high enough caliber to have an impact on both their personal life and the company's. Additionally, they didn't think that the training had increased their dedication to the organization or changed the way they thought or behaved. They contend that variables other than their connection with their employers have a bigger role in determining their retention rate at a company. Employees acknowledged that certain abilities had improved, which suggests that hospitals utilize a set of broad training techniques that are not altered to meet specific hospital demands. Not every employee said that assessments are conducted on a regular basis. Employees are not involved in the creation of training modules, and they do not believe that training and evaluations have made them stand out for both themselves and their employer. Given that the healthcare industry is always changing, having a professional, educated, and adaptive personnel should always be a top concern. For anybody working in the healthcare industry, training is a must, not just a nice-to-have.

Implications/Novel Contribution: The hospitals may utilize these findings to enhance their training initiatives and get the most out of them.

Keywords: Training Programs, Private hospitals, Staff training, Healthcare industry.

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INTRODUCTION

Background of the Research

Human Resources (HR) play an important role in today's organization. Hospitals ensure a well-functioning HR department to maximize employee performance so as to meet the employers' strategic objectives. This leads to increase in the overall performance of the functions. They play a fundamental role in ensuring an ideal level of health care services and providing quality care for patients. Among activities of HR, one of the most important one is training. Training and development describe the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs. Employees can be trained to perform at their best by utilizing their primary skills. Medical technology and patient care are ever evolving; thus, HR managers work closely with both the clinical and non-clinical departments of the hospital to develop professional development programs so that they always have a scope of improvement by upgrading themselves. Training helps in employee improvement, employee satisfaction and consistency and safety. It helps to strengthen their existing skills and improve in areas they lack making them independently effective. It increases their confidence, improves the overall performance, brings new idea to workplace and encourages cooperation. In recent years, training and development have become a recognized profession with unique ideas and approaches, a formal company function, and a crucial component of strategy. Companies of all sizes are adopting

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"continual learning" and other training and development strategies as a way to foster employee development and build a highly trained workforce. Training is the process of learning a series of pre programmed behaviours, claims (Meyer & Smith, 2000). It is a knowledge application and aims to enhance employee performance on the current job while preparing them for the desired job. Non-management staff members who do not hold managerial positions might gain technical knowledge and abilities for a specific purpose through training, which is a brief process using a systematic and organized technique. The objective of the training is directly tied to the job.

Training is a structured program intended to enhance performance at the individual, group, and/or organizational levels, according to Cascio (1995). Improved performance, in turn, denotes that knowledge, abilities, attitudes, and/or social behavior have changed in a measurable way.

If the employees feel that they have no growth or no adequate trainings, they tend to leave. This is especially common in India, where my research is based upon. Indians take a pragmatic approach, encourage thrift and efforts in modern education as a way to prepare for the future. Training keeps them satisfied, valued and makes them feel that their contributions are acknowledged. Besides government hospitals, private hospitals are being involved in building a strong manpower for health services. When it comes to a hospital, training also includes patient and personal safety practices. When all the employees are aware of updates and rules in the healthcare and industry and the hospital itself, it reinforces consistency in hospital policies. Training is a systematic, organized method of changing behavior through education. It enables workers to reach the degree of expertise, competence, and knowledge required to do their jobs well. Training programs were created many years ago, but today, with specific goals in mind, it has become an essential component in businesses. Performance should be improved, and employees' skills, knowledge, and expertise should be developed through training and development procedures.

Problem Statement

Corporate business owners sadly give little thought to employee education. Lack of training in private hospitals in India has led to problems like patient safety and compliance risks, high turnover and low staff morale, data privacy and security issues, inadequate documentation, impacting reimbursements, stress on management and other legal issues. This has resulted in a work environment that is not safe, unhappy employees, increased business expenses and low patient satisfaction. According to Mueller and Price (1990), when there is a discrepancy between an employee's or group of employees' current performance and the desired performance, training is necessary. Increasing corporate performance is an ongoing process, not its goal. The ups and downs of employee performance affect how well business operations go.

Aim of the Research

Most of the hospitals have training procedures based on the position, department and basic considerations. Despite these strategic directions, it is unclear if the training offered is adequate to fill the gaps of the skill of staff which makes them contribute to their development as well as of the organization. This research aims to narrow this research gap and conduct research into employees to know the adequacy of the training procedures used in their hospitals. These results can be used by the hospitals to improve their training programs to attain maximum benefit from it. Tan, Hall, and Boyce (2003) claim that firms spend a lot of money on training programs to get them ready for future demands. Due to its function and expense, scholars and practitioners have consistently stressed the significance of training.

Research Objectives

1. To analyze and study the present training system adopted.
2. Views of employees on the training methods adopted and towards the organization in general.
3. To understand how effective the training procedures are in achieving the organizational goals.

Research Questions

What effect does regular staff training have on improving efficiency at individual and organizational level?

LITERATURE REVIEW

According to the human resources literature, training is measured and diligent efforts which ultimately improves organizational capacity and performance. Human resources are considered as the main elements that makes an organization tick, without them nothing in the organization would get done (Alkalha, Al-Zu'bi, Al-Dmour, Alshurideh, & Masa'deh, 2012). It helps to improve the performance at individual, collegial and different organizational levels. It also the helps the organization to a maintain their competitive advantage in the market. Nowadays, business environment is tough and competent and the organization including hospitals has to change internally and externally. To compete with other businesses, it's crucial to have access to resources including materials, capital, machines, methods, and, most importantly, qualified skilled human labor. Without a skilled human resource, no organization can sustain (Gamage & Imbulana, 2013). According to Vemić (2007), human resources are the most innovative, significant and creative resource. The hospitals must invest fully in their employees and people, individuals must realize their full potential, enterprise and ideas must flourish, and education must be accessible, pertinent, and stimulating for any nation to succeed in a global market and competitive environment (Kum, Cowden, & Karodia, 2014; Manabete & Umar, 2018).

Training

Training was defined in different ways by different scholars at different times. Leibowitz and Schlossberg (1981) assert that training and development are two distinct processes, with training enacting a long-term change in behavior. Training aids in the development of skills for and in the workplace, enabling successful job performance. Gilley and Maycunich (2000) believes that learning is the art of acquiring knowledge via self-directed studies and experience; it is the science of keeping or applying ideas or changing behavior through experience.

Improvement of skills, increase in efficiency, knowledge, quality of work expansion, elimination of obsolescence in skills, lateness, costs and technologies are the purposes of training according to Noe, Hollenbeck, and Gerhart (2011) describes training and development as a structured learning experience intended to result in a long-lasting change in a person's knowledge, attitude, or abilities. Subha (2011) described training and development in the same year as an effort to enhance an employee's present or future performance by enhancing their capacity for performance through learning, typically through altering their attitude and enhancing their knowledge and skill.

In order for managers to meet the goals of employee training and development, they must first understand the benefits of training to both the organization and the employees, then highlight the employees' training needs, and finally have an effective training design that is at the heart of the organization's goals and objectives (Samwel, 2018; Sisyuk, 2018). The word "training" was used to refer to a variety of formal learning opportunities offered in the workplace. These days, businesses all over the world are realizing that investing in their human resources will be crucial to both their survival and success. Various organizations create various kinds of employee development programs for a variety of reasons. Training is an ongoing activity with the goal of enhancing a person's performance and behavior (Khan, Akbar, Jam, & Saeed, 2016; Ramya, 2016). Some firms organize and carry out the training program for their employees without identifying the aims and purposes of the training program, the knowledge, skills, and abilities that employees would gain at its conclusion, or whether they would be able to reach performance goals on the job. In fact, according to (Elnaga & Imran, 2013), the company should create the training program with precise goals and objectives, taking both individuals' needs and the needs of the organization into account.

Employee Performance

Performance is defined by Sultan and Hussain (2012) as "the accomplishment of specific targets measured against preset standards or expected level of accuracy and completeness." Employees might be regarded as good performers if they have completed their tasks to the acceptable standard (Sultan & Hussain, 2012). Ahmad, Iqbal, Javed, and Hamad (2014) holds that employee performance is vital for achieving corporate goals and depends on a number of variables, but training is given top priority because it enhances skills, capacities, confidence, and competences. Employee performance usually measures input vs output. It shows efficiency and effectiveness that make a payment to organizational goals. It depends on a variety of variables, including employee motivation, job security, organizational structure, salary, and other aspects (Ahmad-Ur-Rehman, Haq, Jam, Ali, & Hijazi, 2010; Saeed & Asghar, 2012). In order to meet the demands of evolving corporate contexts, training aims to maximize

employee knowledge, learning of new skills, attitudes, and behaviors. According to Lilley, Clay, Greer, Harris, and Cummings (1998), closing the performance gap entails putting in place a suitable training program that will help employees gain specific skills and talents while also improving their performance. They provided evidence of the effects of training on workers' productivity and performance. A hostile setting is one of the many elements that inhibit effective training procedures. As a result, organizations must establish a supportive climate.

Organizational Commitment

The human resources an organization has are extremely important. The experience and information that employees have collected over the years are lost when they leave the company (Kanaan, Masa'deh, & Gharaibeh, 2013; R. O. Shannak, Zu'bi, & Alshurideh, 2012; R. Shannak, Masa'deh, & Akour, 2012). According to Aladwan, Bhanugopan, and Fish (2013), organizational commitment is recognized as a vital and desirable component in employee behavior, but it can be difficult to achieve in organizations and the workplace.

As a result, numerous studies have been conducted in an effort to comprehend the nature, causes, and effects of organizational commitment (Altakhayneh, 2022; Chughtai & Zafar, 2006). Organizational commitment is viewed as a crucial factor since it has a number of positive effects on both people and companies (Chiu & Ng, 2015). In a functionally integrated organization, it serves as the fundamental building block for consensus and collaboration. Organizational commitment was characterized by Porter, Steers, Mowday, and Boulian (1974) as a strong belief in and acceptance of the organization's goals and ideals, willingness to put forth a lot of work on its behalf, and a defined desire to keep membership in the organization. According to Kum et al. (2014), performance refers to both how well a person completes a given task and how that work is perceived to have been completed. Organizational commitment, according to Altinoz, Cakiroglu, and Cop (2012), is a psychological state that shapes the bond between employees and their employer and gives people the ability to decide whether they want to stay with the company or not. In his research, Tarawneh (2009) discovered that training boosts employees' organizational commitment. In addition, Ghannam (2010) discovered that the optimum training method is external training and that there is a connection between training and performance development. The study also discovered that training has an impact on employees' organizational commitment.

Quality of Medical Services

The patients, medical organizations, and hospital administrators all have different perspectives on how well medical services are provided. The patient searches for high-quality medical treatment. They check to see if their demands have been met. According to Farley et al. (2014), patient satisfaction refers to a patient's happiness with the medical care they received from their physician. Patient retention, clinical outcomes, and medical malpractice claims may all be impacted by satisfaction with healthcare services. As a result, it is a crucial sign of how well doctors and hospitals perform their jobs. Training greatly contributes to the growth of employees' skills and knowledge, helps them reach a high level of quality, and fosters an organizational culture supportive of the organization's goals. According to Gary (2011), improving quality can help decrease medical errors and patient waiting times in addition to ethical commitment. The timely care of the patient is a crucial component of any healthcare organization (Bahrami, Aliakbari, & Aein, 2014). Long wait times in the emergency room or any other hospital unit may prevent other patients who require emergency medical care from receiving it. As a result, disease and event risks and side effects increase, which is unsatisfactory for the patient (Schuur & Venkatesh, 2012). Thus, one of the most important factors in an organization's success is training medical staff to cut down on patient waiting times. Role-playing could be used to do this (Gjolaj, Campos, Olier-Pino, & Fernandez, 2016), with a team member acting as a representative patient. For public health care providers to offer the best possible service, experienced and knowledgeable staff must be aware of the waiting times for their clients. The hospital administrators make sure that the medical groups attain efficiency and effectiveness in the delivery of medical services while the medical groups take into account the experience and talent of the employees. "Human difficulties" and "patient issues" can lead to medical errors; the former refers to a failure to follow procedures and treatment recommendations, and the latter refers to improper patient recognition and evaluation. Medical error is defined as "a preventable adverse outcome that results from improper medical management (a mistake of commission) rather than from the progression of an illness as a result of lack of care (a mistake of omission)". Medical errors can also result from inadequate policies

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and practices in the healthcare industry, which can cause complications after surgery. The rate of medical error was significant in surgery clinics, emergency services, and intensive care units. This included giving drugs to patients who weren't supposed to receive them, giving drugs to patients who weren't supposed to receive them, and giving drugs without a doctor's prescription.

It was also discovered that there was very little reporting of medical blunders. The majority of the time, hospitals strive to hide their blunders. Access to services, interpersonal relationships, technical competence, efficiency and effectiveness, interpersonal relationships, health safety and amenities are the five dimensions identified by Aledwan and Abdel Halim (1997) as determining the quality of medical services. Inadequate staff-to-patient ratios are the main cause of patient waiting times in hospitals, not a lack of emergency room or intensive care unit beds. According to earlier research, training has either directly or indirectly aided hospitals in reducing patient waiting times, staff-to-patient ratios, and patient room turnover. Additionally, it has assisted in lowering the average cost of treatment and the number of errors. Understanding how costs are generated and services are paid for in any health system involves understanding multiple layers that lead to pricing, fees, and charges (Goetz, Brenning, Petschko, & Leopold, 2015). Medical fees and taxes are notoriously confusing for both patients and healthcare providers. To develop trust with their healthcare practitioner, patients must be aware of their medical coverage.

METHODOLOGY AND PHILOSOPHY

There are several study designs that take into account how the research topics, data collection method, and research setting are affected (Njambi, 2014). This research used a descriptive research design. The information was gathered using a descriptive technique to provide answers to inquiries regarding the subject's present state. By doing so, the study was able to learn about staff training processes and comprehend the training practices used in hospitals. It alludes to the study's design, research questions, and data analysis methods used to examine the subject. Since none of the research study subjects are influenced, it is an observational, deductive, and cross-sectional research method. It makes the information diverse, thorough and varied. Quantitative research design- The design for this research is a quantitative research design. Questionnaire was conducted in the aim to see how people think act or feel about training. A standard format was used where each respondent was asked the same questions. This helped to analyze the entire data sample fairly. Close-ended questions are favored where the respondents are provided are a set list of answers and have also added 'OTHER' category in the list of possible answers to questions, where appropriate. As this is a descriptive research design, variables are used to observe and measure the variables in order to investigate them. Collection of data was done as surveys.

Data Collection and Analysis

This section illustrates and explains the primary data that was gathered for this study. Employees were surveyed using a questionnaire to gather primary data. The responses were scored using a 5-point Likert scale, where 1 represents "strongly agree" and 5 represents "strongly disagree." The results are then analyzed to understand the respondents' feelings to each questions posed. The aim was to get at least 100 responses. With the help of social media and colleagues, a total of 201 responses were collected. Respondents were chosen randomly based on private hospitals in India.

The study population were the employees of private hospitals. They are the study elements on which inferences are made. For this both the clinical and non-clinical staffs were chosen. Using simple random sampling, which selects a small section of a chosen population whose characteristics are known in order to acquire all the necessary information, a proportionate number from each of the clinical and non-clinical staffs was chosen for this study (Webster, 1985).

Below is the questionnaire that was used to conduct the survey with the responses received. Detailed analysis is also done regarding the same.

Demography, Academic Qualification and Job Category

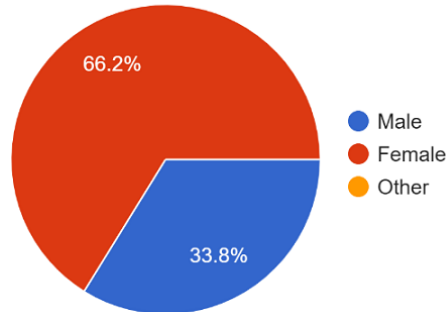1. Please specify your gender
201 responses

Figure 1. Response for Gender

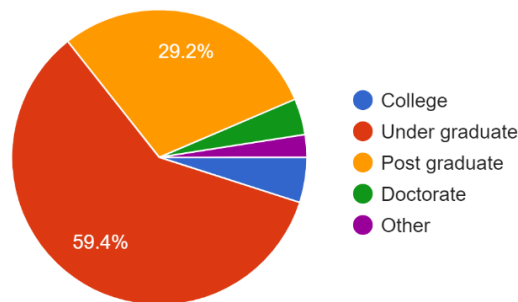2. Please provide your educational level
202 responses

Figure 2. Response for Education Level

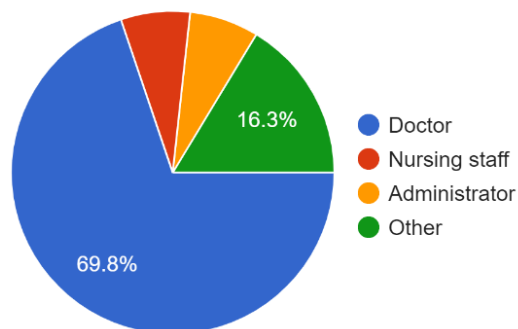3. What is your current designation?
202 responses

Figure 3. Response for Designation

Q1, 2 and 3 was regarding the demographic data of the research. This was added to provide data regarding research participants. For generalization purposes, it is important to determine if the individuals in this study are a representative sample of the target population. As mentioned earlier, the participants of the survey were chosen randomly and their participation was anonymous.

The first question revealed that more females than males completed the survey. 66.2% females completed the survey while only 33.8% males completed them.

In the second and third question, their academic qualification and job category of employees were asked. Hospitals consists of medical and non-medical staffs. The academic qualifications were divided into 5 categories. Majority of the employees who attempted the questionnaire was undergraduates (59.4%), followed by post graduates (29.2%). Other respondents were employees with doctorate degrees, interns and others. Young, energetic labor is necessary for the organization's success in every part of work. Seeing high number of undergraduates and postgraduates shows that the hospital hires active and energetic workforce.

Q3 being the job category of the employees, a total of 70% medical staffs completed the survey, followed by 30% non-medical staffs. Although comparing the gender ratio of participants in terms of job category or educational background reveals a significant difference between female and male participants, the position they hold appears to be proportionate. The majority of employees, according to data, hold degrees, which shows that the hospital has staffs with highly qualified human resources.

Hospital Employee Training Practice

Both were used to gauge the training practice process. The training practice technique was evaluated using both Likert items and Likert scales, where a Likert item is defined as assessing something using a single item or question and a Likert scale as measuring something using the total of the scores of several questions.

5. Please choose the appropriate response for the following:

4. How often are the training programs conducted in your organization
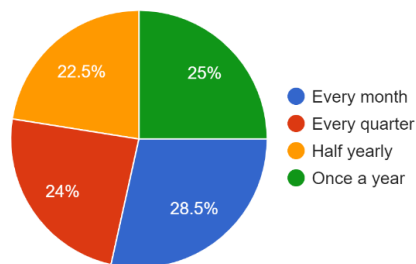
200 responses

Figure 4. Respondent Feedback

Your organization considers training as a part of organizational strategy
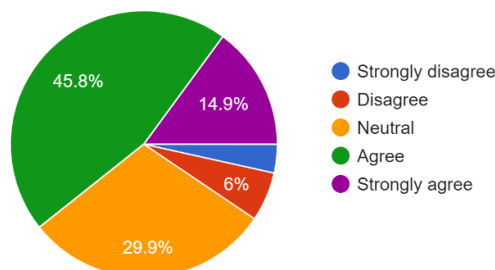
201 responses

Figure 5. Respondent Feedback

Q4 and Q5a are the most important questions as far as the research objective is concerned. Respondents were asked how often training programs are conducted in their hospitals and they were provided with 4 options. Among which 28.5% said that they had training programs scheduled every month. 24% said that they had training programs every quarterly, 22.5% said that they have every 6months and 25% said that they have once a year. This shows that every hospital has their own training practices and not all hospitals see the importance of training in the

same way.

Further when asked if they think their hospitals consider training as a part of their organizational strategy, 14.9% of the employees strongly agreed to the statement. 45.8% agreed to the statement, which is significantly a less number. This means only half of the employees can confidently say that their organizational considers training an integral part. The other half constitutes employees who were neutral about the statement. 16% of the employees disagreed to the statement. Eight different items were used to measure whether there was enough training available for the employees. As a result, 6.13 percent of respondents chose strongly agree, 17.65 percent chose agree, 25.2 percent chose neutral, and the remaining 29.53& 23.27% chose disagree & strongly disagree, respectively. With a standard deviation of 1.0101, the overall mean score for this particular variable was 3.53, falling between the disagree and strongly disagree levels. Additionally, the hospital's overall mean score for having enough training was 3.53, indicating that not enough and adequate training was provided to hospital staff. Depending on the skill and type of expertise required, an organization's personnel must receive enough training. Medical science being ever evolving, employees should upgrade their skill periodically. Hence the administration should work towards shaping their training techniques.

Employee Performance

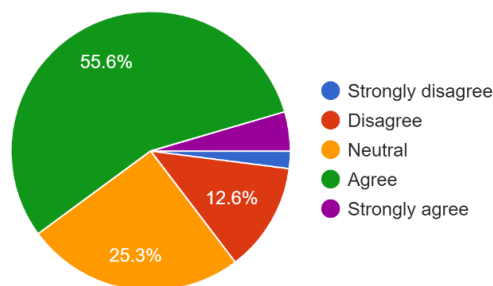

Figure 6. Respondent Feedback

Figure 7. Respondent Feedback

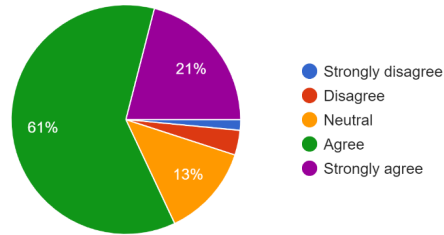Training helps to improve employer-employee relationship
200 responses

Figure 8. Respondent Feedback

Assessments were placed at regular intervals
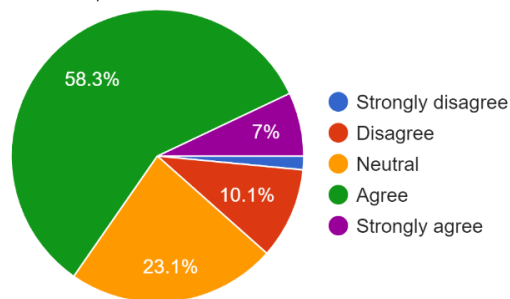199 responses

Figure 9. Respondent Feedback

Assessment feedbacks challenged me
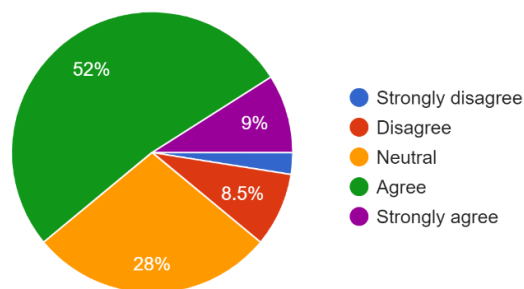to think out of the box
200 responses

Figure 10. Respondent Feedback

I found ample opportunities to learn from other team members and
enjoyed working with them through the training process
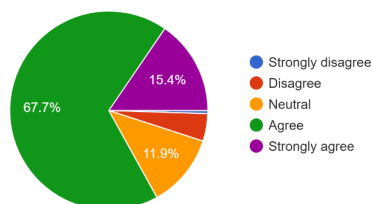201 responses

Figure 11. Respondent Feedback

6. Is multimedia (different effective mediums for communication) used for the training?
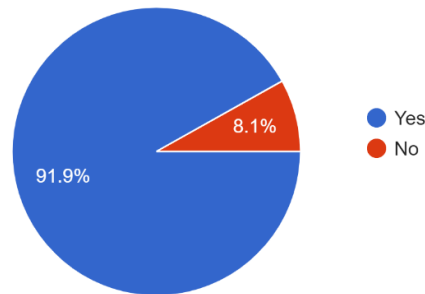
197 responses

Figure 12. Respondent Feedback

When asked if the training contents are clear, logical and relevant to the needs of the hospitals, 13.1% strongly agreed to the statement. 58.3 agreed to the statement and 20.6% found it to be neutral and 10% employees disagreed to the statement. When asked if training helps reduce absenteeism, a smaller number of employees strongly agreed to the statement. 55.6% agreed to the statement. 25.3% agreed neutrally to it. Absenteeism goes hand in hand with employee performance and their commitment towards organization and 20% employees don't believe that training can help reduce absenteeism. Respondents when asked if they believe training helps to improve employer-employee relationship, 21% employees strongly agreed to the statement while 61% agreed to it. 13% did not specifically think anything while 21% strongly disagreed with the statement. This shows that employees feel that there are more important things that strengthen their relationship with the organization. When asked if assessments were placed at regular intervals, only 7% strongly agreed to that statement. 58.3% employees agreed to it. 23% was neutral about it. 12% employees disagreed to it. This clearly states that not all the hospitals think assessment is as important as providing training. Along with taking assessments, their feedback helps them improve their commitment towards the training program or gives the administration a chance to review their training techniques. When asked the respondents if the assessment feedbacks challenged them to think out of the box, 9% strongly agreed to that. 52% agreed to the statement. 28% is neutral about it. 10% of the employees does not believe that assessment feedbacks can make them think differently. Questions were posed to the respondents to determine whether the organization evaluated the training's impact. Accordingly, 6.06% of the respondents chose strongly agree, 9.51% chose agree, 37.23 percent chose neutral, and the remaining 33.31 & 13.85% chose disagree & strongly disagree, respectively. The overall mean score was 3.39, with a standard deviation of 1.012, falling between the disagree and strongly disagree levels. This average score suggests that, even though the hospitals conducted evaluations of the employees following the training sessions, these evaluations did not adequately detect the employees' skill deficiencies. The most crucial tasks in reaching an organizational goal are monitoring and assessments. Any organization is closer to achieving its objectives the more evaluations and assessments it conducts. As a result, in private hospitals, the role of training is not properly evaluated; this shows that the hospital was unaware of the status, skill gaps, and performance of its employees, which is one of the reasons why workers do not believe that training will improve their relationship with the employer. Training is not something that should be imposed forcefully. Employees undergoing training should be looking forward to it, to learn and upskill themselves. When asked the respondents if they enjoyed working with other employees and also learn from them through the training process, 15.4% strongly agreed to it. 67.7% agreed to it. 11.9% were neutral about it and rest of the people disagreed to it. This shows that employees do enjoy the process of training, maybe because they are benefitted from them in a long run. To make it more enjoyable and effective, different mediums of communication are to be used and when the respondents were asked if different mediums were used, 91.9% employees agreed that their hospitals used different mediums while 8.1% thought the same mediums were used. Seven items were employed in order to measure the role of training on achieving organizational goals, accordingly, 5.87% of the respondents selected strongly agree, 24.42% of the respondents selected agree, 26.61% of the respondents selected neutral and the rest 29.51 & 16.6% of the respondents selected disagree & strongly disagree respectively. The grand mean score of

this particular variable was 3.29 which lies between disagree and strongly disagree level with a standard deviation of 1.039. Furthermore, the grand mean of 3.29 implies the provided training didn't help employees to improve their skill and performance. Training contributes highly for the success of an organization, both in short term or long term. However here the data shows that even if the employees feel that their skills have improved, the training doesn't have a significant role on the overall performance of the organization. This could be because the hospital consider training as just an entity and not as part of the organizational strategy.

Organizational Commitment and Quality of Medical Services

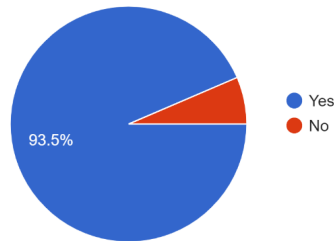7. Do you feel your skills have improved after the training?
201 responses

Figure 13. Respondent Feedback

8. Training program helped to increase the productivity of both quality and quantity of the medical services provided
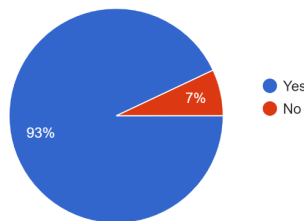200 responses

Figure 14. Respondent Feedback

9. Does training and developmental activities help the organization to maintain employee relation rate?
201 responses
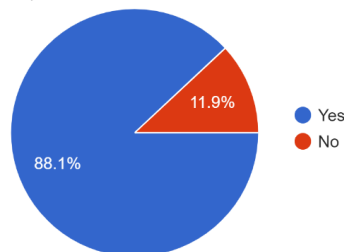
Figure 15. Respondent Feedback

10. Do you think that training helps for the individual as
well as organizational development?

201 responses
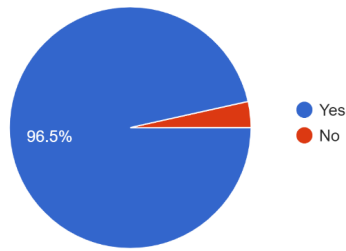
Figure 16. Respondent Feedback

11. Do you agree that training helps you to do
the job with more commitment?

201 responses
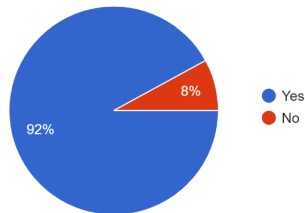
Figure 17. Respondent Feedback

12. Do you agree that training has helped you feel
more motivated, engaged and secured in the job?

201 responses
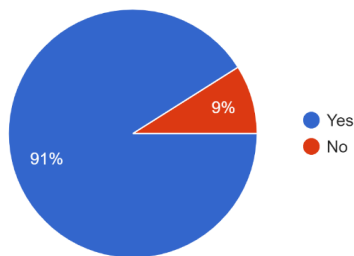
Figure 18. Respondent Feedback

13. How would you rate the overall
quality of the training?

201 responses
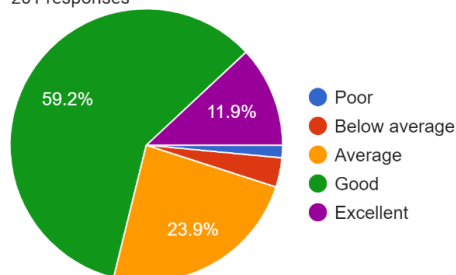
Figure 19. Respondent Feedback

Training ultimately benefits both at an individual and organizational level. When asked if the employees feel their skills have improved after the training. 93.5% believed that their skills have improved and only 6.5% thought the other way. This means that training does have a positive effect on upskilling. When the respondents were asked if the training provided to them helped to increase the productivity of both the quality and quantity of the medical service provided. 93% believed that it helps to increase the quality while 7% believed that training does not matter. 88.1% employees agreed that training and developmental activities help the hospital to maintain employee relation rate. 11.9% believes that training does not make any significant impact on the employee relation. When only 3.5% thought that training does not help them as an individual and the organizational, the majority, 96.5% thinks that training has helped them to develop as an individual and ultimately benefit the organization. 92% of the employees agrees that training has helped them to do their job with more commitment while 8% thinks that training is not an important aspect to increase their commitment towards the job or the organization. When asked the respondents if the training has helped them to stay more motivated, engaged and secure in the job, 91% believed that training did help them with all these things while 9% did not agree to it. When asked to rate the overall quality of the training, 11.9% thinks that the training program their hospital conducts are excellent. 59.2% thinks their organization conducts good quality training. When 23.9% thought that the training programs where of average quality, the minority, 10% posed the training programs in their hospitals to be below average or poor. This shows that only very less employees think that the hospital has excellent training practices. The result indicates a variation influential for the training component on the performance of employees, quality of medical services and organizational commitment.

Suggestions to Improve the Quality of Training

14. List 2 ways of improving the overall training experience in your organization

41 responses

The responses we got are:

1. Conduct it in batches Try to provide individual attention to each candidate
2. More interactive sessions
3. By collecting feedback
4. It should be skill based; it will take less time to conduct
5. Would be more useful, if the frequency of training programs is increased.
6. Bring out more hands-on sessions.
7. Add attractive photos and videos in the presentation to understand easily
8. More training programs and more workshops
9. More assessments and group activities
10. Make learning more flexible and accessible.
11. Interdepartmental and departmental training
12. Clear instructions of usage of media
13. Refining training methods over time and to see its effectiveness before training
14. Newer training methods that will make training more interesting.
15. Along with training, to improve an organization, regular field trips, monthly holidays, stress free environment for the employees is also an important.
16. Opportunity to decide by oneself and being given chances to serve in many mass camps as frontline workers would have more impact and also helps in understanding the difference between doing job vs dedication towards job. To help them assist in procedures rather than making them fill charts
17. BLS training and code blue training
18. Better explanation by qualified trainers followed by better food
19. By not overfeeding and burning out employees by overtraining them. Also, not stressing them out with unnecessarily frequent assessments but audits instead
20. Proper communication with trainees
21. Conduct innovative and targeted training programs at different levels
22. Involve experienced people of the organization in the training programs.

23. Ask employees what they want, survey employees beforehand

24. More practical way of training rather than lectures.

25. Encouraging staffs for their efforts.

26. Analyze with feedback questions.

27. Active participation and proper communication

28. Simulations can enhance the training experience.

29. Active participation of trainees rather than just one way communication. Interaction lets them tell you what training they really need.

30. Peer discussion

31. The training materials may be updated frequently to include the current developments in medical science. We prefer to obtain trainings in not only our specific areas, but also in other areas as part of general awareness.

32. Short but effective training sessions based on

33. Group works with fun elements. Training with interactions like workshop.

34. Add more training experiences. Workshops with actual people to people interactions, instead of self-paced computer-based learning

35. Introduce new strategies to improve institution's profit and employees' welfare to improve institution's quality standards and updated ISO registration.

36. Requires on the job training to help our employees develop the skills they are interested in rather than mere compulsion.

37. Regular meet up between professionals

38. Consultation prior to training and determine training needs and priorities together.

39. Develop internal software-based training based on the organization's governance, risk and control processes.

40. More frequently as well as encourage collaboration in training. Also get feedback on future training opportunities. Keep training relevant

41. Have a no blame culture

The final question was to list some ways to improve the overall quality of the training and some of the responses received from respondents are listed above. One of the main and important suggestions made was to conduct meeting prior to the trainings so that the organization can decide on the training processes. This makes the training process skill based thus making it more developmental oriented. Another suggestion that was made was regular updating of training materials after meeting sessions. Other important suggestions they put up was, proper communication, different mediums like simulation, appreciation for good work and peer discussion.

From the survey results it is evident that though training was given to them from time to time, the training content is suitable to overcome trainee's knowledge, skills and attitude gaps. They didn't know if the training program was evaluated properly or not and also if it has affected them positively is also something that they are not very sure of. Training needs assessments was also not proper and employees did not have much level of participation at the time of designing training programs. The respondents also didn't believe that the hospitals had clear training objectives. This means that the training delivered was not based on organizational goals. Employees have given suggestions about taking their feedbacks to improve the effectiveness of the training. Very less respondents were satisfied with the overall quality of the training programs held.

CONCLUSION AND RECOMMENDATION

Conclusion

The purpose of this study was to assess the employee training practices in private hospitals in India. Paying particular attention to the education and training of medical and non-medical staffs is an important competitive advantage for hospitals. Even though most of the hospitals have training procedures based on the position, department and basic considerations, it is unclear if the training offered is adequate to fill the gaps of the skill of staff which makes them contribute to their development as well as of the organization. In order to answer such issues a descriptive research design was followed. Data was collected from both primary and secondary sources.

Various other aspects like training adequacy, assessments, feedbacks, effect on organization, employee performance, change in the quality of medical services, follow up on training effect and satisfaction on training was also assessed.

From this study we have reached to several conclusions. It is understood that training was given to employees, be it medical or non-medical staff, from time to time. But the real challenge was to identify if training is done just for the sake of training or if they were designed in a well-organized, goal-oriented manner which addresses the skill gaps. From the data collected it is evident that training methods are almost always the same everywhere. Even though the employees feel that they were benefitted in some way from the trainings, they are not very sure if they have benefitted the organization in the same way. This means that the training methods the organizations follow are not directly related to the organizational skills. Though assessments were done at some places, in some of the other places that was not done. Also, if the assessments were done, feedback was not given in a proper way. Even if feedbacks were given, only some employees could benefit from them and made them think out of the box to do different things that made themselves and others excel in the organization and market front. There was also no follow up on effect of training on employee's job. Though most of the employees agree with the fact that the training has helped them improve personally, they are not very fond of thinking that it has helped them grow their commitment towards their organization or has helped them improve their relation with the employer. Very less people have agreed to the statement that that has made them stay more engaged or motivated. From the data there is also no strong evidence stating that it has helped in employee retention rate. This means that the training provided to them is not up to the mark that makes them want to continue in the company or even for themselves for their own betterment. They believe that there are several other things that better define their interest in the organization. Employees have agreed that training has for some extent helped them to increase the quality and quantity of the medical services provided. All this being the case, most of the people were not satisfied with the training techniques in their organization. Employees have given suggestions about taking their feedbacks to improve the effectiveness of the training, conduct meeting prior to the trainings so that the organization can decide on the training processes. Another suggestion that was made was regular updating of training materials after meeting sessions. Proper communication, different mediums like simulation, appreciation for good work and peer discussion was also other suggestions that was given.

The importance of training as means of improving productivity is readily recognized. Skills required for one job can be transferred to another job; it can be modified and supplemented. Training plays large part in determining the effectiveness and efficiency of the establishment. Training should be regular and based on the latest information and materials. The positive impact of training programs on the competencies, skills and knowledge of the employees would justify the need to invest in the education sector. Training has become a major tool to retain employees. Well-designed training program with clear career path increases the job satisfaction among the young professionals and help them in becoming efficient and effective at the work place. Training needs should be constantly updated and adapted to new contexts and deficiencies, and regularly evaluated to determine effectiveness. Policy makers and training program organizers should consider the competencies and capacity of the employees and training should be based on the current situation and duties. Sufficient and adequate planning is fundamental to conduct, evaluate and document training programs, ultimately disseminating and using their results as evidence for future implications of training programs at different level.

Recommendations

1. Personalize the program for the hospital- It is important that training programs are personalized to specifically address the organization needs. The training methods that all hospital follows are general and does not concentrate on specific issues. Along with using readily available modules, it is also necessary to edit them and incorporate with specific needs of the hospital. To help develop relevant topics, hospital staff who have direct knowledge of the issues and shortcomings can be consulted and involved in the program development committee.

2. Consider employee responsibilities- It should be made sure that the training does not become a burden to the employees. Especially to those who have been imposed with critical and greater responsibilities, the training should not interfere with their work schedules. Training should thus be scheduled either between the tasks or at dead hours so that it does not affect the productivity and overall patient care quality.

3. Incorporate interaction- Usual lecture and discussion alone can become very boring after a certain point

and attention span diminishes with time. Long lectures should be cut short and fun activities like brainstorming, games and demonstrations should be included. This will also help to improve the corporation between the trainees and also helps them to exchange ideas and learn new things from each other.

4. Assessment of individual learning styles- Every employee responds to different techniques differently. Some of them respond more to lectures, some only respond when they are also involved in the activities. This makes it very important to take a survey before the training sessions regarding what type of method they prefer to make the maximum output from the session.

5. Utilization of technology- Technology should be taken advantage off when it comes to learning. There are several new methods that have been incorporated which most of the hospitals have not even tried to use. This includes, simulation labs (SIM labs) and just-in-time training (JITT).

6. Create key outcomes and communicate them- Before the training starts the expectation from the trainings, should be clearly communicated with the trainees. Outcomes should be clear and achievable.

7. Encourage computer-based training techniques- Even if some trainings are better done face to face, it is little more convenient when employees can complete them it in their own comfort space. It can also help them to complete them at their own convenient time.

8. Seminars and workshops- Seminars can help improve quality improvement skills and knowledge have been implemented across a wide range of disciplines including medial and non-medical. Workshops can also help improve certain soft skills.

9. Apprenticeships and Internships- Apprenticeships are a form of on the job- training in which the trainee works with a more experienced employee for a period of time, learning group of relevant and related skills that will eventually qualify the trainee to perform a new job or function. In internships along with this classroom learning is also present.

10. Collaboratives- Collaboratives combine structured education, practical projects and sharing information between providers. Here the teams are taught how to study, test and implement systematic improvements in care processes. This has helped to improve the quality of care and teach quality improvement methods.

11. Evaluation of effectiveness of the programs- Training which is conducted for the sake of training, which does nit benefit the employee by improving their skill or competency which ultimately does not result in the benefit of organization, is truly unremarkable. It is a wastage of hospital funds, employee time and human resources.

12. Stay informed on healthcare industry trends- Processes, procedures and software requirements keep changing in healthcare industry. Change is the only constant when it comes to healthcare sector. The hospital and their employees should be aware of the changes in time to implement the necessary training. Failure to implement with these proper trainings can come with a cost.

13. Case study- This is a non-directed method of study whereby the case report includes a thorough description of a simulated or real-life situation. By analyzing the problems presented in the case report, employees can be encouraged to think differently and independently as opposed to relying upon the direction of the instructor.

14. Incentivize or reward training achievements- Employees usually see trainings as an interruption and extra work. To encourage the culture of learning and attention to detail, reward or incentives can be given to staff members who are proactive, engaged in the activities or achieve exceptional results.

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