Effectiveness of training and capacity building methodologies with references to supporting staffs of Health care Industries in Tamil Nadu, India

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Introduction
Training is an experience of learning in that it seeks a relatively changes in an individual that will improve their activity to perform on the job. It involves the changing of skills, knowledge, attitudes and/or behaviour. It may mean changing what employees know, how they work, their attitudes toward their work, or their interaction with their co-workers or supervisor. Training and capacity building programmes helps to increase the knowledge and skills of employees for performing better in a particular job. The major output of training and capacity building programmes are learning and application into the current job and assigned work. The effective training and capacity building programmes offer the new habits, refined skills and useful knowledge during the training period that will help him/her to improve the performance. Learning experience of a training and capacity building programme that is properly planned and carried out by the organization to enable more skilled task based behaviour by the trainee. Training and capacity building programme provides ability to detect and correct error. Training provides skill and ability that may lie called on the current and future to satisfy the needs of human resources of the organization.

The Health Care Sector
The Health Care services in India can be traced back about 3500 years. From the early days of Indian history the Ayurveda tradition of medicine has been practiced. During the rule of Emperor Ashoka Maurya (third century BC), schools of learning in the healing arts were created. Many valuable herbs and medicinal combinations were created. Even today many of these continue to be used. Healthcare in India features a universal health care system run by the constituent states and territories of India. The National Health Policy was endorsed by the Parliament of India in 1983 and updated in 2002. Primary health care is provided by city and district hospitals and rural primary health centres (PHCs). These hospitals provide treatment free of cost. Primary care is focused on immunization, prevention of malnutrition, pregnancy, child birth, postnatal care, and treatment of common illnesses. The main aim of the study is
to find out the effectiveness of training programme conducted at health care institutes that focuses on finding out the efficiency of employees after the programme & also to find out the opinion of the trainees towards the programme, trainer, contents & organization. The present study seeks to find out training validity (whether the trainees have learnt during training) & transfer validity (whether what has been learnt is translated to enhance performance in the organization). With this,

THE OBJECTIVES OF THE STUDY ARE:

- To explore the views on training
- To gain familiarity with the existing process and the trainer
- To increase the efficiency and effectiveness of employees by updating them on latest concepts and techniques; and
- To know the implementation and feedback on the training programme

RESEARCH METHODOLOGY AND SAMPLING TECHNIQUE:

The research methodology and sample design stand for advance tools that to be adopted for collecting the relevant primary and secondary data and the techniques to be used in analysis and synthesis of collected data, keeping the view of objectives of the study. The data collected from both primary and secondary sources. We also used options available namely, observation of the focus groups, surveys and the experiments, choose the survey method as the relevant are as far as this study is concerned. The item selected from the population constitutes the sample size. The study covers the employees of L- Level people in the company. Total sample size for the study is 100. Purpose of sampling design is to define the set of objects of the study, technically called the universe to be studied. This research has finite set of universe and the sampling design used in the study is probability sampling i.e., Percentage Methods and Chi-Square Test.

RESULT AND DISCUSSION:

As the research work always requires a strong and suitable approach to make it really effective, the researcher in this chapter attempts to provide a meaningful framework by incorporating suitable tools for analyzing and interpreting the data

GENDER WISE CLASSIFICATION SAMPLE RESPONDENTS:

The data regarding sex wise classification of sample respondents. The study covers of male respondents 76%. At the same time the study also covers 24% of female respondents. As the
representation is from both the sexes, the researcher is able to get heterogeneous opinions which will attain the various objects of this study.

NEED FOR TRAINING

Table 1 tells the information regarding need for training. The respondents ranked 5 factors which are described in the questionnaire. Skill set is ranked first and following that Communication and Performance are ranked second and third position, hence the management may concentrate on conducting training sessions on these area. Skill set, Communication and Performance areas are mostly required by the sample respondents.

**TABLE 1. NEED FOR TRAINING**

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>NO OF RESPONDENTS</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>18</td>
<td>III</td>
</tr>
<tr>
<td>Skill Set</td>
<td>31</td>
<td>I</td>
</tr>
<tr>
<td>Communication</td>
<td>25</td>
<td>II</td>
</tr>
<tr>
<td>To Overcome Stress</td>
<td>17</td>
<td>IV</td>
</tr>
<tr>
<td>To Overcome Fear</td>
<td>9</td>
<td>V</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
<td></td>
</tr>
</tbody>
</table>

**TRAINING HELPS TO IMPROVE PERFORMANCE:**

The information regarding training programme improves the performance of respondents. Out of 100 sample respondents surveyed 83% of the respondents agreed that training helps to improve the performance of employees. It shows that training department focuses on budding employee’s skill, ability and knowledge. However 17% of the respondents deny with this statement, hence the management may concentrate on more training sessions to improve employees’ performance. The fact regarding agreement level of sample respondents towards training need analysis helps to diagnosing causes of performance lacking. From the survey 87% of the respondents agree that training need analysis helps to diagnosing caused of performance lacking. It helps to improving the individual’s performance, so as to achieve the organizational goals at right path, right time.

**DIAGRAM 1. TRAINING HELPS TO IMPROVE PERFORMANCE**
SATISFACTION WITH TRAINERS

Figure 2 deals with the data regarding satisfaction with trainers. From the survey conducted in VGM Hospital, Coimbatore out of 100 sample respondents surveyed 91% of the respondents satisfied with trainers’ ability and trainer met the training objectives. Potential trainer is most important factor for successful training programme.

DIAGRAM 2. SATISFACTION WITH TRAINERS
FEEL COMFORTABLE WITH TRAINER

The study describes the agreement level of sample respondents towards trainer makes feel comfortable and clear the doubts. From the survey 51% of the respondents agree that trainer makes feel free and clear the doubts of respondents without any irritating. Clarifying doubts helps to improve the presentation of training programme.

MAJOR FINDINGS OF THE STUDY:

76% of the respondents are female and 51% of respondents lie between the age group of 30 and 40. The average age of the respondents is 32 and the average experience of respondents is 12 years. 92% of the respondents agreed that introduction about topic of training was given before starting the session. 83% of the respondents agreed that training helps to improve the performance of employees. 93% of the respondents agreed that retraining is need for employees. In case of Skill set is ranked as First in training need and following that Communication and Performance ranked as second and third position.

51% of the respondents feel that training need analysis identified based on organisational goals and 87% of the respondents agree that training need analysis helps to diagnosing caused of performance lacking at the same time, 88% of the respondents agreed that individual needs, abilities and requirements of the job are important to determine the training programme. 91% of the respondents feel that period of training session as well as no of training programme conducted per year is sufficient for employees. 89% of the respondents satisfied with trainers’ ability and trainer met the training objectives and 93% of the respondents agree that trainer makes feel free and clear the doubts of
respondents without any irritating and also 77% of the respondents agree that trainer informed about forthcoming sessions in advanced. 41% of the respondents said that class room training method is followed in the organization, 32% of the respondents feel that job rotation method also used for develop employees skills, abilities and knowledge. 61% of the respondents said that training topic decided by the HR department. 71% of the respondents only satisfied with training programmes are conducted on recent research and development areas and 47% of the respondent’s aware latest technologies through internet and following that 37% of the respondents aware through books available at library.

100% of the respondents agreed that feedback collected at the end of training session and 70% of the respondents agree that test conducted by the management after attend the training programme, at the same time, 90% of the respondents agreed that training sessions are helps to improve the individual performance.

89% of the respondents agreed that the organization make opportunities for implement what they learnt in the training programme. There is significant difference in the satisfaction level in Trainer’s approach among male and female respondents and there is no significant difference in the agreement level towards period of training program among different age groups. There is no significant difference in the agreement level towards training on R & D among different experience groups.

SUGGESTIONS AND RECOMMENDATIONS:
Management may concentrate on more training sessions to improve employees’ performance.

Hospital industries may focus on conducting training sessions on Skill set, Communication and Performance. The organization may give attention to on improving refreshment activities and Management may deliberate on improve the seating arrangements. The Company may think on change or improve the appearance of training hall and the management may focus conduct training programme on Research and Development. It helps to explore new product, technologies, ideas and thoughts on various products.

CONCLUSION:
Helping employees to become effective in their jobs is one of the most fundamentally important takes in people management that any work organization has to undertake. Training is the sole instrument to ensure effective performance of the work and hence for the achievement of the organizational aims and objectives. The training programmes provided to
the employees are quite satisfactory. About 85% of the respondents are showing their overall satisfaction with their training programmes provided by the organisation. This concludes that the Hospital industries are very much focussed about employees’ personal development, behaviour, technical, and working skill. The employees are also very much committed to their task allotted by the health care industries. Their involvement in training programmes shows their positive attitude towards the growth of the Hospital industry.

The noticeable progress in profit made by the Hospital industry demonstrates that there is a good training environment is provided to the employees. However, there are employees (10-15%), who are displeased with the current training programmes methods. Suggestions made by this research on training need assessment findings will certainly improve the training programmes in the near future in order to obtain an essential progress in this competitive industrial era as they focus on the appropriate needs of training.

REFERENCES:

- Kurt Kraiger(1991), Measuring knowledge organization for assessing learning during training, pp.3.