

# Impact of Training and Development on the Improvements in Health Care Industry

Nishu Singh

Research Scholar

Bharati Vidyapeeth Institute of Management & Research,  
New Delhi, India

E-ID: nishuramjee@gmail.com

Dr. Ashutosh Gaur

Associate Professor

Bharati Vidyapeeth Institute of Management & Research,  
New Delhi, India

E-ID: ashutosh\_gaur@yahoo.com

**Abstract**— Training is the important subsystem of human resource development. Training is specialized function in a healthcare and one of the fundamental operative functions for known human resource management. This research study will provide a broader understanding of changing demographic in India and its affect on current healthcare quality improvement. This paper will focus on providing training to doctors and staff nurses and to improve the quality of organization. This paper will also provide research on technological advancement in preventative and curative medical system that are either in use, under development or could be applied to the Indian market. The health care sector comprising of hospitals and allied services such as medical education equipment, diagnostic and pathological and medical insurance in asymmetries of information of this sector. Usually it is the doctors and pharmacists who are final decision makers and not the consumers for the latter lacks medical knowledge.

Improvements in medically accessibility that enable doctors to reach the rural population of Indian are game changers in today's worlds. A national embrace of modern technological improvement in healthcare has the potential to lead the country in bridging its socio-economic divide and help establish India as seat of power in power in the world of tomorrow. A Key challenge is how this better funder delivery of healthcare can be managed to achieve for the whole population.

**Index Terms**— Training, Development, Recruitment, Job Enrichment.

## I. INTRODUCTION

Training is a short- term process utilizing a systematic and organized procedure by non-managerial personnel acquires technical knowledge and skills for definite purpose. It refers to instruction is technical knowledge and mechanical operations. It is designed primarily for non- managers, it is for short duration and it is for specific job related purpose. Training improves changes, moulds the employee knowledge skill, behavior, aptitude, and towards the requirements of the job and the organization. Training refers to learning activities carried on for the primary purpose of helping members of an healthcare, to acquire and apply knowledge , skills, abilities and attitudes needed by a particular job and organization. Health care access, affordability and quality are problems all around the. There are well established disparities based on income and geography and high costs of healthcare present

affordability challenges for millions of different people and connecting people to health care providers.

Through training and latest technologies healthcare can be improved. Training empowers patient and health providers proactively to address medical conditions, through near real-time monitoring and treatment, no matter the location of the patient or health provider. In addition to aiming for overall improvements in health and life expectancy, governments in all parts of Indian have pledged to reduce inequalities in healthcare. Health care scenario in Patna district is not satisfactory. The major weakness pointed out in report concerning Patna District lack of coordination un- licensed doctors, untrained staff nurses, non- availability of specialist at block level, in adequate numbers of auxiliary midwives , nurses. It was found that even after repeated training desired results were not found. Due to lack of monitoring and supervision, it was found that many programs failed in the objective.

Therefore after analyzing the situation, first time in Patna, a corporate healthcare was set up in Patna recently i.e PARAS Hospital. Paras Hospital is one of the leading super specialty hospital based in Gurgaon and the branch was set up in Patna. Paras is equipped with one of the leading neuroscience center in the region which boost all the facilities needed for research in the field of neurosciences. Its mission to provide affordable healthcare services to all people, it was a step taken ahead to improve the quality of healthcare in Bihar. Paras HMRI Hospital, Patna has capacity of 350 beds. It has 55 specialty department which include medicine, minimal invasive surgery, gynecology, oncology, ophthalmology, dermatology, cosmetic surgery, plastic surgery etc. To be frank, the routine functions like recruitments, selections, trainings, developments and compensation of the Human Resources Departments have been long taken over by modern functions of talent acquisitions, talent and knowledge managements, competency profiling and mapping gradually re-designating the Human Resources Manager as the Chief People Manager, whose main responsibility becomes enhancing the real and net worth of the human assets to provide the company its competitive edge over its thousands of competitors spread all

over the world. There is an increasing focus on improving healthcare in order to ensure higher quality, greater access and better value for money. In recent years, training programmes have been developed to teach health professionals and students formal quality improvement method. Training was defined as an activity that explicitly aimed to teach professional about methods that could be used to analyze and improve quality in healthcare. However, the majority merely describe training approaches and content, rather than examining the impact of training or most useful content and training methods. There is some evidence that training student and health professionals in quality improvement may improve knowledge, skills and attitude. However, the impact on patient health outcomes, resource use and overall quality of care remain uncertain.

## II. INPUTS IN TRAINING AND DEVELOPMENT PROGRAMME

### ◆ Skills:

Training as stated earlier is imparting skills to employees. These skills involve learning to move various parts of one's body in response to certain external and internal stimuli. Employees, particularly supervisors and executives need interpersonal skills popularly known as people's skills. Interpersonal skills are needed to understand one and others better and act accordingly. Example for interpersonal skills is listening, persuading and showing understanding of others feelings.

### ◆ Education:

The purpose of education is to teach theoretical concepts develop sense of reasoning and judgment. That any training and development program must contain an element of education is well understood.

### ◆ Development:

It is a component of training and development program is development, which is less skill oriented but stress on knowledge. Knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of the company.

## ATTITUDINAL CHANGES AFTER TRAINING:

Attitudes represent feeling and belief of individuals towards others. Attitude affects motivation, satisfaction and job commitment. Negative attitude need to be converted into positive attitude.

Changing negative attitude is difficult because

1. Employee's refuses to change.
2. They have prior commitments.
3. Information need to change attitudes may not be sufficient.

Attitudes must be changed because of the following reasons:

So that employees:

1. Feel committed to the organization
2. Are motivated for better performance.

## III. REVIEW OF THE LITERATURE

The first set of research findings in this direction came from Cooper et. al. who stated that - there is a always a direct positive correlation between the training programs and employees enhanced job involvement and performance. He further suggested that - there should be some recognition and financial benefits for the high performers at the training programs which is likely to reflect in the form of employee's high performance and enhanced level of motivations to learn and acquire new skills, knowledge and competencies essential for organizational growth and prosperity.

Further researches in the field by Peterof ( 1993 ) said - that comprehensive training and development programmes help the organization in deliberating on the knowledge , skills and attitudes necessary to achieve the organizational goals and also create competitive advantage over its competitors. Expanding the research horizon, Robbin and De Cenzo ( 1998 ) commented that -training is very-very important in all aspects of organizations, since training has been traditionally defined as the process by which an individual attempts to change his level of knowledge, skills, behaviours and finally attitudes which at the end decides the tangible prospects of organizational growth and prosperity.

Researches in the fields of training and developments gained actual momentum during the late 1980 s, while classic researchers like Russell, Tergberg and Powers ( 1985 ), Bartel ( 1994 ), Glenni and Wnuck ( 1997 ),Barak, Memon and Hartel ( 1999 ) suggested that - that training has significant effect upon the employee's performance. According to the top Management Expert Peter Drucker ( 1999 ) - " The most valuable asset for the 21st. century organization would be its knowledge workers and their resultant productivity ".

Research studies of Mwita ( 2000 ) found that - Performance is the key element to achieve the targeted goals of any organization, performance is always considered to be the major multi-dimensional construct aimed at to achieve the organizational results and has a strong linkage to the strategic goals of the organization. Collaborating this view, Dassler ( 2000 ) also suggested that - the primary role of any training is fundamentally improve the employee's inherent skills for the present and future assignments and responsibilities. According to him, training helps the employees to change themselves with all possible aspects of technology changes and mounting competitions. Important

research studies of Kole (2002) also recommended that - employees are able to learn new concepts, refresh their skill sets, improve their work attitudes and ultimately boost the productivity and quality of services to attain maximum customer satisfactions. Research studies of Karla (1999), Karla and Ahmad (2000) and Acton and Golden (2002) also stated that - training facilitates the updating of skills and leads to enhance commitments, well-being and sense of belongingness of the employees which directly results in enhancing and strengthening of the organizational competitiveness.

According to the vital research findings of Starorouetals (2004), Apospori, Nikandrou and Papalenzandris (2008), it was concluded that - in order to ensure that the employees are equipped with the right types of skills, knowledge, talents and abilities to perform their assigned tasks, training and development plays its crucial role towards the growth and success of any business. To meet the current and future demands, training and development process has assumed the new strategic role. Further, according to Colombo and Stance (2008) - training has been an important variable in increasing organizational productivity. Hence, training is a tool to fill the gap and it should be used by the firms wisely to improve the employees productivity. In other sense, training plays a vital role in improving the performance, as well as the productivity and eventually puts the company in the best position and to face the competitions while remaining at the top. Collaborating these views of the researchers, V. S. Rama Rao (2010) found that - training is an act of increasing the knowledge and skills and it also helps the workers to improve their performance. Training also enables the employees to do their jobs more efficiently at the present while preparing themselves for the higher level of jobs in the future.

The most important aspect of these findings from the beginning of 1980s to till date that they all were aiming at different aspects training and development, mostly in the manufacturing and general services sector and none of them ever attempted it for the health-care sectors, which remains an important research gap. It was Miller et. al. (1996), who for the first time attempted to sincerely correlate various aspects of training and developments in the health-care sectors and also to examine its need and impact upon the services sector employees so far their growth and potentials were concerned having direct reflections on the organizational success, growth and sustainability in the global market. But again, things have changed drastically the two decades and his findings no longer remain to be a guide line for future researchers in the fields of health-care services sector. Hence this study is another honest attempt to study and identify the specific training and development requirements for the fast coming health-care sectors and to come with the appropriate suggestions and recommendations, which may benefit the strategic designing of the training needs of the employees, staff,

Nurses, Doctors, Medical Administrators and others working in the broader spectrum of the health-care sectors. In order to ensure that our employees are equipped with right kind of skills, knowledge and abilities to perform their assigned task, training and development plays its crucial role towards the growth and success of our business. To meet the current and future demands, training and development process has assumed its strategic role and in this regard few studies by (Stavrou et als (2004) and Apospori, Nikandrou, Browster and papalenzandris (2008). Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). Training helps them to change with aspect like technology and competition (Dessier 2000). Employees are able to learn new work concepts, refresh their skills, improve their work attitude and boost productivity. (Cole 2002) The employees need training to perform job duties or at least to increase the quality and quantity of work: on other hand, skilled and efficient manpower is most important success factor in achieving the goal of organization. Training facilitates the updating of skills and leads to increase commitment, well-being, and sense of belonging, thus directly strengthening the organizational competitiveness (Acton and Golden, 2002; Karia and Ahmad, 2000; Karia, 1999). Training has been an important variable in increasing organizational productivity. Cooper et al. (1989) found a positive relationship between training programs and employee's job involvement. He argued that if there are some recognitions and financial benefits for the high performers at the training programs, the feeling of reciprocity emerges in high performing employees as well as in other ones which motivate them to extend themselves in many ways such as adapting new skills, knowledge and competencies which ultimately leads to improved organizational performance. Miller et. Al (1996) examined the need and impact of training and development on service sector employees is widely discussed topic in the literature. Training needs assessment is the first step of organizational training and development program. It identifies the needs or performance requirement of organization it determines whether there is gap between the actual performance and standard performance set by organization. After the need assessment, the training is designed and implemented accordingly.

#### IV. OBJECTIVES OF THE STUDY

The objectives of my study are as follows:

1. To study the training and development needs in Indian Health Care Industry.
2. To determine the threats and challenges in Indian Healthcare Industry.
3. To study the current trends in Training & Development in Health Care Industry.

4. To find out the growth prospects and opportunities for both the customers and professional.
5. To study the loopholes and lacuna in the current training and development scenario.

#### V. NEEDS OF THE STUDY

The need this study is to create a huge improvements healthcare to make the facilities available and accessible to all, also to improve the operational efficiency to make the healthcare facilities affordable and accountable. Hence to win and achieve a large pool of trained manpower is required. To build a comfortable zone and healthy relationship between Doctors, Staff nurses and Patients.

#### VI. SCOPE OF THE STUDY

India is a developing country and coming as emerging personal needs in the world. As we know that healthcare play a major role to decide the personal & economical health of a country. Therefore I have proposed my research study to find out the prospects as well as challenges faced by Indian health care.

The scope of the proposed study is to understand the various facts, prospects and challenges etc. for improvement of quality and affordability of Healthcare.

#### VII. RESEARCH METHODOLOGY

**Research Design:** Exploratory Research as the purpose of my research is to gain familiarity with a phenomenon and acquire new insight in order to formulate a more precise problem or develop hypothesis.

**Sampling Design:** Judgmental Sampling method would be my sampling design as it is not feasible for me to approach each and every Indian health care for my study.

#### There are two methods of data collection:

**Primary Data:** It is based on Questionnaire method where the taken a sample of around 250 respondents for the survey.

**Secondary Data:** It includes the data from private hospital sites and authorities, review of surveys on economy, Indian health care surveys, books from library, newspaper reports, journals and magazines etc.

#### VIII. CONCLUSION

On the analysis of data obtained we concluded that the success of any organization largely depends upon the effective use of the employee. We observed that training and development programs play an important role in increasing the effectiveness of employees. They try to improve their knowledge and skills so that may be able to contribute to the

progress of the organization as much as possible. We concluded that:

1. Training is important for improving performance in organization.
2. Training should be improved thrice a year.
3. Maximum employee feels that the training and development program's duration are adequate.
4. Maximum employee feel that training help in promotion.
5. After attaining training program, maximum employees -
  - Clarify some previous knowledge
  - Confirm new ideas and approach
  - Improve productivity
  - Help in change behavior
  - Solve the work related problem
6. Maximum employee is satisfied with present training and development program system.
7. Maximum employee feels that existing training and development is excellent and good.

#### Acknowledgement

This research would not have been possible without the guidance and encouragement of my guide Dr. Ashutosh Gaur, Deputy Director, BVIMR, under whose supervision I choose my topic and began my research. I take this opportunity to thank him for being the guiding force throughout, and providing me with all the help required in successful completion of article.

I would also like to express gratitude to Mr. Diwakar Singh for being helpful and guiding me from time to time.

Finally, this endeavor would not have been possible without the support of my parents.

#### REFERENCES

- [1] Aswathappa, K., Human Resource Personal Management.
- [2] Kothari, C. R., Methods and Techniques, New Delhi, New Age International Publications
- [3] Making performance work effectively: - Philip Tom: McGraw Hill Book Company: England: 1983.
- [4] Principles and procedures in evaluating performance: John C. Flanagan: volume 28.
- [5] Public Personal Administration: S L Goel: Sterling Publishers Pvt. Ltd.: New Delhi.
- [6] P. Jyothi, P., Venkatesh, D.N., Human Resource Management.
- [7] Research Methodology Methods and Techniques: Kothari C. R.: Willey Easter: New Delhi.
- [8] Training & Development: A Better way: Robert Hayden: Volume 52.