

# A Study on Training Need Analysis and Work Performance of Employees at Health Care Sector In Chennai District

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**Abstract:** The Indian Healthcare industry is one of the largest sectors of the country. It is huge in terms of revenue and employment. Healthcare comprises hospitals, medical devices and systems, clinical trials, medical research, outsourcing, telemedicine, medical tourism, health insurance and medical equipment. The healthcare industry in India stood at US\$ 61.79 billion in 2017 and is expected to reach US\$ 132.84 billion by 2023. The healthcare market can increase three fold to US\$ 133.44 billion by 2022. India is experiencing 22-25 per cent growth in medical tourism and the industry is expected to double its size from the present (April 2017) US\$ 3 billion to US\$ 6 billion by 2018. Medical tourist arrivals in India increased to 1.07 million in January 2018 from 0.98 million in January 2017. There is a significant scope for enhancing healthcare services considering that health care spending as a percentage of Gross Domestic Product (GDP) is rising. Rural India, which accounts for over 70 per cent of the population. Training is the organized procedure in which people learn knowledge and/or skill for definite purpose. Training need analysis programs helps to remove deficiencies in performance training contributes to employee stability. Employees became efficient after undergoing training. Efficiently employee contributes to the growth of the organization. The importance of employee training can best be appreciated with help of various advantageous it offers to both employees and employers. This study is build upon on a detailed examination of training needs assessment and workers effectiveness based upon development based strategy in health care sector in Chennai District.

**Keywords:** Training Design, Training Evaluation, Behavioral Changes and Job Performance

## I. INTRODUCTION

The India Healthcare industry has made significant advancement owing to the emerging technologies. The healthcare industry in India is already one of the country's largest sectors in terms of both employment and revenue generation. The healthcare industry in India accounts for worth \$160 billion and is expected to reach over \$280 billion by 2020. Despite, the tremendous growth and advances, the healthcare industry is dealing with a plethora of challenges. India has one of the lowest per capita healthcare expenditures in the world. Government contribution to insurance stands at roughly 32 percent, as opposed to 83.5 percent in the UK. The high out-of-pocket expenses in India stem from the fact that 76 percent of Indians do not have health insurance. Training needs analysis is the first stage in the training process and involves a procedure to determine whether training will indeed address the problem which has been identified. Training can be described as "the acquisition of skills, concepts or attitudes that result in improved performance within the job environment". Training needs analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of a system can be effectively identified and appropriate training can be specified. This paper will focus on various aspects of Training

need analysis and measuring the employee performance in health care sector.

## II. REVIEW OF LITERATURE

**Dr. V. Antony Joe Raja, R. Anbu Ranjith Kumar (2019) - A study on training needs analysis in Ashok Leyland all over India.** The study conducted on its effectiveness, most of the employees were satisfied with the training & development activities, though there was still scope for improvement in it. This work has been given me an enriching experience and provided me with more insights into the nitty-gritty of the training and development activities. It helped them to put into use the related theory for its further development. Finally, this project has been a value addition for them, in terms of learning and exposure to the various training and development aspects in the Company. Programs tried to improve skills or add to the existing level of knowledge so that the employees were better equipped to do his/her present job or to get prepared for a higher position with increased responsibilities. Employee growth and development should be seen in the context of an ever changing and dynamic environment.

**Desmond McEwan, GERALYN R. RUISSSEN, MARK R. BEAUCHAMP (2018) - The Effectiveness of Teamwork Training on Teamwork Behaviors and Team Performance: A Systematic Review and Meta-Analysis of Controlled Interventions.** Balanced against the

contributions and insights provided by the various moderator analyses conducted in this study, the overall take-home message is that teamwork training was an effective way to foster teamwork and team performance. These effects appear to be evident across a range of samples, utilizing numerous intervention methods, and when considering various measurement characteristics. Interventions appear to be particularly effective when they target multiple dimensions of teamwork and include experiential activities for team members to actively learn about, practice, and continually develop teamwork. As a result, there has been a proliferation of research assessing whether, and how, teams could be improved through teamwork training. A wide range of studies have shown positive effects of teamwork interventions for improving team effectiveness across several contexts such as health care, military, aviation, and academic settings.

**Maimuna Muhammad Nda & Dr. Rashad Yazdani Fard (2017) – The impact of employee training needs analysis on employee productivity** This study presented a literature review on the significant of training and development on employee productivity. Employees tends to become absolute, and therefore making the need to adapt to the continuous learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for organizations to achieve optimum returns from their investment, there was imperative need to effectively manage training and development programmes. However, the most vital asset of every organization under stiff and dynamic competition was its human capital. Training and development was an instrument that aid human capital in exploring their dexterity. Therefore training and development was vital to the productivity of organization's workforce. In addition, organizations differentiating on the basis of human capital due to its intangible characteristics such knowledge, skills and motivation of workforce increasingly sees it as invaluable in order to remain sustainable in the market. Thus organizations should have employees that have capability of adjusting to swift dynamic business environment.

### III. RESEARCH PROBLEM

The environment in which business operate today has changed dramatically compared to few decades ago. More companies are begins to realize that one way to ensure their business remain competitive is by constantly increasing the value of their people by improving their knowledge, skills and attitude. In order to do this, business should not only react when problem occurs, rather they should be more proactive, think of what they must possess in the future and be prepared well before their competitors. Training should focus on building individual and organizational capability so that it gives the organization the sustainable competitive advantage. Hence this study focused on identifying the training needs of employees at healthcare companies in Chennai district.

### IV. OBJECTIVES OF THE STUDY

- To study the training needs of employees and their performance towards the work place.
- To know the methods of training need analysis conducted by the organization.
- To identify the factors that motivates the employees to undergo training.
- To understand the impact of training on employees performance.
- To suggest measures for enhancing the training programs in the organization.

### V. NEED FOR THE STUDY

Newly recruited employees require training so as to perform their tasks effectively. Insurances, guidance and coaching help them to handle jobs competently, without any wastage. Training is necessary to prepare existing employees for higher level jobs (promotion). Existing employees require refresher training so as to keep abreast of the latest developments in job operations. In the face of rapid technological changes, this is an absolute necessity. It is necessary when a person moves from one job to another (transfer). It helps in the performance level. It makes employees mobile and versatile. It is needed to bridge the gap between what the employee has and what the job demands. It is needed to make the employees more productive and useful in the long run.

### VI. SCOPE OF THE STUDY

This study is to ensure the continuous motivation, interest and satisfaction level of training program to the employees of the health care companies restricted to Chennai District. "The study is to identify the training needs of employees in Health care Industry." In most of the business organizations this aspect is not given due consideration which ultimately costs heavily to organizations as training fails to yield desired results. A Training program must be in tune with the training needs of its employees. Training needs of employees differ from employee to employee, workers and employees at top, middle or bottom level have different types of training needs and their needs must be identified carefully before administrating any training program to them. It aims to interpret the skills of the employee in the area like technological advancement, competition in management. In this study ability to perform work efficiently and effectively is being analyzed.

### VII. RESEARCH METHODOLOGY

#### RESEARCH DESIGN

The research design is the plan, structure and strategy of investigation conceived so as to obtain an answer to the research question and to control variance. A research design is the specification of methods and procedures for acquiring the information needed for solving the problem. This study is descriptive in nature as it brings out the facts of understanding market potential for accord elevators in the research area.

### VIII. SAMPLING METHOD

**Sampling design**

A sample design is a definite plan obtaining a sample from a given population. It refers to the technique or a procedure, the researcher would adopt in selecting items for the sample.

**Sampling method**

For this research, convenience sampling is used. As the name implies convenience sampling refers to the collection of information from members of the population based on the convenience of the researcher. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity of the researcher. The total number of samples collected for this study was 131.

**IX. SOURCE OF DATA**

**Primary data**

The Primary Data required for the study was directly collected from the employees during through a structured questionnaire.

**Secondary data**

The Information regarding the company has been drawn from various published sources. They include Review of Literature taken from various authors, Professional business Journals and Magazines, besides the Newspapers.

**X. DATA ANALYSIS AND INTERPRETATION**

**CHI SQUARE TEST**

**Null hypothesis (Ho):** There is no significant difference between the designation of employees and employees opinion on the methods used to identify the training needs of employees in the organization.

**Alternate hypothesis (H1):** There is significant difference between the designation of employees and employees opinion on the methods used to identify the training needs of employees in the organization.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.193 <sup>a</sup>	3	.002
Likelihood Ratio	14.075	3	.003
Linear-by-Linear Association	5.826	1	.016
N of Valid Cases	131		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 1.98.

4.1.26 Table showing Chi-Square test

**Inference**

Since pvalue is less than (0.05), null hypothesis is rejected. Hence there exists significant difference between the designation of employees and employees' opinion on the methods used to identify the training needs of employees in the organization.

**ONE WAY ANOVA TEST**

**ANOVA**

**Null hypothesis (Ho):** There is no significant difference between age of the employees and employees opinion on role of training program in developing positive attitude and teamwork among the employees.

**Alternate hypothesis (H1):** There is significant difference between age of the employees and employees opinion on role of training program in developing positive attitude and teamwork among the employees.

Training program help you in developing positive attitude and teamwork

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.063	3	2.354	3.237	.024
Within Groups	92.372	127	.727		
Total	99.435	130			

4.1.24 Table showing the one way ANOVA

**Inference**

Since pvalue is less than (0.05), null hypothesis is rejected. Hence there exists significant difference between age of the employees and employee's opinion on role of training

program in developing positive attitude and teamwork among the employees.

**INDEPENDENT SAMPLE TEST**

**Null hypothesis (Ho):** There is no significant difference between gender of the employees and employee's opinion on

the training helps to acquire technical knowledge in the organization.

**Alternate hypothesis (H1):** There is significant difference between gender and employees opinion on the training provided to acquire technical knowledge in the organization.

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Training in the organization helps to acquire technical knowledge	Equal variances assumed	5.745	.018	0.175
	Equal variances not assumed			0.195

4.1.25 Table showing Independent samples test

**Inference**

Since pvalue is less than (0.05), null hypothesis is rejected. Hence there exists significant difference between the gender and employees opinion on the training provided to acquire technical knowledge in the organization.

- Training could be organized locally also at regional level by deputing faculty to the region, so that most of the executives in the region can be benefitted with the same training and time/money can be saved in travelling/accommodation.

**XI. FINDINGS OF THE STUDY**

- Using chi square it is found that there exists significant difference between the designation of employees and employees’ opinion on the methods used to identify the training needs of employees in the organization.
- Using One way Anova test it is found that there exists significant difference between age of the employees and employee’s opinion on role of training program in developing positive attitude and teamwork among the employees.
- Using Independent Sample T test it is found that there exists significant difference between the gender and employees opinion on the training provided to acquire technical knowledge in the organization.

**XIII. CONCLUSION**

The fact is that analysis of training needs is a step often skipped in the process of developing training activities. However, the needs analysis process is essential in order to maximize attainment of the objectives of this type of activity. The final product of a training needs analysis is an accurate description of exactly what type of training is required, which is adapted to the real situation of the professionals in and of the environment in which they operate. Thus, the training needs analysis makes it possible to transform the identified needs into learning objectives, which can then be achieved through appropriate training activities. Training needs analyses ensure the relevance of training activities for the target populations, consisting of professionals or types of professionals concerned to increase work quality and performance. It has helped the employees to bridge the gap between knowledge and skills. The employees are provided with good learning atmosphere and excellent facilities. The employees feel that the duration of the training program is sufficient. So, this study will help the organization to make the training more effective by making some changes with respect to the method of the training.

**XII. SUGGESTION AND RECOMMENDATION**

- The Companies have to take few steps to evaluate the need of trainees before the training itself. It leads the training program to be more effective with suitable trainees with their specific needs.
- Training needs identification should be done before training is conducted, so that the trainer can plan effectively according to the availability of trainees.
- All should be given training for using advanced tools irrespective of the age and experience they hold in the same company.
- Training program along with certification should be conducted. This will help the executives to promote their position and leads to improvement in their career.
- Training could be given constantly for at least twice in 6 months.

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