

## **A Case Study on Employee Training Effectiveness and Development Program at Jeevan Jyoti Hospital**

Dr. Prof. Laxmidhar Biswal<sup>1</sup>

Asst. Professor

International Institute of Management Studies, Pune

Dr. Vijay Nimbalkar<sup>2</sup>

Principal & Professor

Globsyn Business School, Kolkata

Dr. Kavita Shastri<sup>3</sup>

Associate Professor

Globsyn Business School

### **Abstract**

Employee training and development creates a positive impact upon any organization to enhance the knowledge skill and attitude of the employee as well as to expand human capital to understand each other in a better way. Training effectiveness means the results of training program which show the result in day to day activity or in performance. It shows the result in the performance of the employee. Training helps an employee to know better the objective of the organization, work content, Importance and awareness of the organization basically the mission and the vision of the organization. Training is required to fulfill the gap in between the expectation of the performance and the performance of the employee. Besides of that evaluation has the same importance to proof the result and able to understand the expectation of the employee which helps the management to acquire better service and provide the updated knowledge to the employee. Training evaluations should as a minimum assess participants' reactions and learning for every organization. This study aims to evaluate the effectiveness of the existing training program and the importance of Training for organization and the employee. Utilizing the Kirkpatrick's four levels of evaluation model, this case particularly inspects the response of the employee, the level of learning, employee behavior, and effect upon the working environment and to change the attitude of the employee. This case proves the effectiveness of training program which helps to enhance the knowledge, skill and attitude and nature of the person. The case is based on the direct interview of the Management and the staffs in different department of the hospital.

**Key Words:** Training Effectiveness, Training and Development, Evaluation of Training

**Objectives:**

1. To Find out the Importance and Impact of Training on Health Care Sector
2. To Identify the Impact of Training Effectiveness on employee Performance.
3. To study the effectiveness of training transfer amongst trainees in Health Care Sector.

**Introduction:**

Dr. Chandrashekhar Annadate is a well known doctor in PCMC area. He completed his degree in 1996 and started his carrier in different hospitals, gathering a very good amount of experience. After working at other hospitals and gaining lot of experience he thought of opening his own hospital. In the year of 2011 he took the initiative and established his very own hospital namely Jeevan Jyoti Hospital. By nature he is very cooperative and good in nature and always helps to society in different aspects. He has 22 years of experience in respective field. The hospital is the image of his service & the feedback is given by the different patients who were treated nicely and got cured there with satisfaction.

**Location:**

It is located centrally in Kalewadi, a prominent locality in the city. It stands close to Shivratna Hotel, Kalewadi Phata which not only makes it convenient for people from the vicinity to consult the doctor but also for those from other neighbor- hoods to seek medical guidance. There is no dearth of public modes of transport to reach the clinic from all major areas of the city. The hospital is known for offering excellent patient care in the city. The hospital undertakes the health care check -up camps regularly for welfare of the society for 10-12 times in a year.

**Facilities:**

The hospital Jeevan Jyoti is recently accredited with NABH (National Accreditation Board of Hospital) and recommended by Quality Council of India also we get empanelled with CGHS making it he only hospital in Kalewadi area. The hospital empanelled with 20 insurance companies and TPAs for cashless facility including Dhanwantari for PCMC employees. The hospital provides round the clock services like pathology, digital x-ray, pharmacy, emergency, ambulance etc. The hospital offers number of medical services. The hospital works for 24×7. The hospital payments can be made via various modes like Cash, Master Card, Visa Card, Debit Cards, Cheque, American Express Card, and other Credit Cards as well.

Jeevan Jyoti hospital is 40 bedded well equipped with modern operation theater, modern ICU well qualified doctors with a team of qualified and trained staff. Good and experienced doctors are working in the hospital for better service. In this hospital 8 professional doctors in different

specialties and 30 employees having good experience are engaged in serving the patients. The hospital has 18 Nurses and 12 other employees. The average experience of nurses is 5-6 years. The nurses have minimum 1 to maximum 10 years of experience. Besides of that the hospital calls expert doctors at the time of requirement and for better service if required. The hospital takes care of Heart Ailments, menopause clinic, Gastroenterology, Migraine Treatment, Psoriasis Treatment, Chest Pain Treatment and many more. Besides of that the doctors in this hospital perform different major and minor operations and able to give the satisfaction to the patient. In 2011 the turnover of the hospital was around 50 Lakhs per year where it reached 1.5 Crore Indian Rupees.

### **Problem Identification:**

The hospital now faces the different challenges like employee retention, salary increments as well. The hospital is able to retain 15 % of the employee. The management is able to handle the things and maintain the employee in a well spirit and motivates the employee by arraigning good training program. The management has sole objective to give job satisfaction to the employee. The management takes the advice of the consultant to improve the quality of service.

### **Solution and Decision:**

#### **Training Plan and Its Effectiveness (Key of Success):**

The hospital management takes the priority of the training program for its employee to enhance their knowledge and for better service. The management takes the feedback from the employee about their job and provides the training program where ever necessary. It believes in continuous improvement of the employee. The hospital has training policy to train employee which helps to fulfill the objective to update their knowledge. The management arranges the training program on regular basis at least once in a month. Sometimes it arranges as per demand or request and it is compulsory for all employees to attend. The management believes in taking proper care of the employee. It believes in conducting suitable program to help the employee to provide updated knowledge. It provides training to their employee on different service areas as per their requirements. It provides both On-the-job and Off-the-Job training program. To measure the training program the hospital uses the feedback system. The feedback is taken before and after the training program and evaluates whether it is useful in that particular job or not. The hospital provides the different training program to different employee as per their job profile.

Employee training and development creates positive impact on various functions of the hospital. It helps the hospital to develop and achieve the goal. The hospital management takes the decision to provide the training program by the identifying different parameters like; find out the problems of the employee during their performance either in observation, taking the feedback from the supervisor, direct observation, indirect observation, feedback from patient about service etc. The hospital uses the Kirkpatrick models. For Reaction point of view the feedback takes

about the training program. Learning point of view they meet the training objectives. Behavior point of view the employee transfers their knowledge in their daily life. Result point of view the employee gets better training program as a result of the performance.

The management gets the various benefits by the help of training program like change of behavior, attitude and skill and improves the morale and motivation of the employee. Good practices of training program are the key to achieve their goal and satisfy the employee. The hospital management always tries to face the challenge and to be able to solve it by the help of adopting the training program from time to time for their employee. This is the key of success the hospital. Believe the training program, Provide the good trainer, observe the performance and feedback system, analysis of the performance as well as the training program helps the hospital for its betterment of services.

### **Conclusion:**

Training is a learning process. Each organization should understand the importance and update them to fulfill the goal. Effective Training Program is the key to develop the morale with their performances. Its' significance is to help the organization grow and reach the expected destination. The good impact of training program depends upon understanding the need of the employee and the design of the program and to create and deliver in a proper way which is adopted by Jeevan Jyoti Hospital and stands as a unique hospital in its locality. An Effective training helps to develop the new skill and knowledge and can perform the job in a better way. It helps to develop the productivity, revenue and profit of the organization. Continuous improvement in designing the training program is highly effective on the performance of the job.

### **References:**

1. Author visited Dr. Annadate personally to record the case.