

# A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT WITH REFERENCE TO GEM HOSPITAL, COIMBATORE

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## ABSTRACT

Training and Development is one of the key functions for effective management of Human Resources. Training and development help to increase the knowledge and skills of an employee for doing a particular job. Modern Organisations are focusing a lot on training and the stress is on building the capability of employees through focussed training and development initiatives. Public Sector Organisations in India are also taking a lot of initiatives for training and development to enhance the skills and competencies of employees.

Training and development is indispensable strategic tool for enhancing employee performance and organizations. The main objective of this study is to examine the effectiveness of training and development on employees' performance and organisation competitive. The data collected were carefully analysed using descriptive statistics to represent the raw data in a meaningful manner. The results show that strong relationship exists between training and development, employees' performance and competitive advantage. The training which we give to the staffs may be technical training or soft skills / behavioral training. It is also said making investment in training and development in companies is generally said to be as good management practice and to maintain appropriate expertise in the particular field and in future too. Summary of the findings indicates that there is strong relationship between the tested dependent variable and independent construct.

**Keywords:** Modern Organisations, Enhance the skills and competencies of employees, Indispensable strategic tool, technical training or soft skills, Good management

## INTRODUCTION TO THE TOPIC:

William James of Harvard University estimated that employees could retain their jobs by working at a mere 20-30 percent of their potential. His study led him to believe that if these same employees were properly motivated, they could work at 80-90 percent of their capabilities. Behavioral science concepts like motivation and enhanced productivity could well be used in such improvements in employee output. Training could be one of the means used to achieve such improvements through the effective and efficient use of learning resources.

## TRAINING AND DEVELOPMENT

Human resources, are the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without man-power. The effective functioning of any organization requires that employees learn to perform their jobs at a satisfactory level of proficiency. Here is the role of training. Employee training tries to improve skills or add to the existing level of the knowledge so that the employee is better equipped to do his present job or to prepare him for higher position with increased responsibilities. However individual growth is not an end itself. Organization growth needs to be meshed with the individual's growth. The concern is for the organization viability, that

it should adapt itself to a changing environment. Employee growth and development has to be seen in the context of this change.

Training is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness at work. Effective trainings convey relevant and useful information that inform participants and develop skills and behaviors that can be transferred back to the workplace.

### **OBJECTIVES OF THE STUDY:**

#### **PRIMARY OBJECTIVE:**

- ✓ To study the effectiveness of training and development programs in GEM Hospital & Research Center, Coimbatore.

#### **SECONDARY OBJECTIVES:**

- ✓ To study the methods used in training the employees.
- ✓ To analyze whether the quality of training and satisfaction of respondents related.
- ✓ To study the training program on the basis of relevance, implementation and outcome

### **SCOPE OF THE STUDY:**

- ✓ Every organization is in need of well trained and experience people so that they can perform the task effectively.
- ✓ It looks the employees working condition and motivates them to improve their performance.

### **LIMITATIONS:**

- ✓ The employees of the GEM Hospital found it difficult to answer questions properly due to their busy and heavy workload.
- ✓ Some were reluctant to answer some questions thinking that might affect their job negatively.

- ✓ Being a very lengthy and complex process it is difficult to analyze the details of training and process.

### **REVIEW OF LITERATURE**

A firm increases its effectiveness and its performance with the firm's skilled workforce. So companies focus and invest on effective T&D programs for organizational effectiveness (M Mayfield 2011).

In order training programs to be effective, T&D should be designed and developed effectively. Managers struggle in designing such effective programs. The effectiveness of T&D depends on designing and delivery of the training activities effectively and also on the methods of T&D (RAG Khan et,al, 2011).

work, Dash Board and error chart, 360 degree Appraisal feedback, Knowledge and skill required by the team (N Singh, RC Dangwal, 2017).

### **RESEARCH METHODOLOGY**

#### **INTRODUCTION**

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. The scope of research methodology is wider than that of research methods. When we talk of research methodology we not only talk of research methods but also consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique.

**NEED OF THE STUDY:**

- ✓ To know the effectiveness of Training & development Program in GEM Hospital. It helps the organization to find out the problems in Induction Training Program and to take right decision.
- ✓ The main roles of Induction Training Program in any organizations are to provide information about the organization's vision, mission, objectives and employee's code of conduct.

**RESEARCH DESIGN**

"A research design is the arrangement of conditions for collection and analysis of data in manner that aims to combine relevance to the research purpose with economy in procedure". Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

**RESEARCH DESIGN USING:**

The type of research design using in the project is Descriptive research, because it helps to describe a particular situation prevailing within an institution. Careful design of the descriptive studies was necessary to ensure the complete interpretation of the situation and to ensure minimum bias in the collection of data.

**SAMPLE SIZE** : 112 Respondents

**AREA OF THE STUDY:** Coimbatore

**PERIOD OF THE STUDY** : This study conducted for a period of 3Months by the researcher

**METHODS OF DATA COLLECTION:**

**Data collection methods are followed two types:**

1. Primary data collection
2. Secondary data collection

**1. Primary data collection**

Data that has been collected from first-hand experience is known as primary data. Primary data has not been changed or altered by human beings; therefore its validity is greater than secondary data. Primary data has been collected from the employees of Entex Super castings.

**2. Secondary data collection**

The data which are not originally collected but rather obtained from published or unpublished sources are called secondary data.

**STATISTICAL TOOLS FOR THIS STUDY:**

- Correlation
- Chi-square

**CHI-SQUARE TEST**

This chi-square is used to test whether there is a significant difference between the observed number of responses in each category and the expected number of responses for such category under the assumption of null hypothesis. In other words the objectives are to find out how wills distribution of observed frequencies  $O'$  for the distribution of expected frequencies  $E'$ . Hence this test is also called goodness of fit test.

A statistical test uses to determine the probability of obtaining the observed results by chance, under a specific hypothesis. It can be calculate using a formula.

Chi-square test allows us to do a lot more than just test for the quality of several proportions. If we classify a population into several categories with respect to two (2) attributes, we can then use a Chi-square to determine whether the two (2) attributes are

independent of each other.

- $X^2 = (O-E)^2/E$

The characteristics of this distribution are completely defined by the number of degrees of freedom.

D.O.F which is given by

### Degree of freedom:

- Degree of freedom =  
(Number of Rows-1) X (Number of columns-1) Where,

### CORRELATION:

The correlation is one of the most common and most useful statistics. A correlation is a single number that describes the degree of relationship between two variables. Let's work through an example to show you how this statistic is computed.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Where,

$N$  = Number of pairs of scores

$\sum xy$  = Sum of the products of paired scores

$\sum x$  = Sum of 'x' scores

$\sum y$  = Sum of 'y' scores

$\sum x^2$  = Sum of squared 'x' scores

$\sum y^2$  = Sum of squared 'y' scores

### HYPOTHESIS OF THE STUDY:

1. **H<sub>0</sub>**: There is no significant difference between training program influence the motivation level and the training related to the work.

**H<sub>1</sub>**: There is a significant difference between training program influence the motivation level and the training related to the work.

**H<sub>0</sub>**: There is no significant difference between training program influence the motivation level and the training related to the work.

**H<sub>1</sub>**: There is a significant difference between training program influence the motivation level and the training related to the work.

2. **H<sub>0</sub>**: There is no significant difference between the feedback was taken after the training program and the training is an effective tool to achieve organizational goal.

**H<sub>1</sub>**: There is significant difference between the feedback was taken after the training program and the training is an effective tool to achieve organizational goal.

### COMPARATIVE ANALYSIS

**CORRELATION ANALYSIS:**

**Symmetric Measures**

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

**INTERPRETATION:**

The value 0.000 is smaller than the significant value 0.05 thus null hypothesis is accepted were it shows. There is no significant association between age of the respondent and the training program has increased the knowledge and performance.

**CHI SQUARE TEST**

**The training program influence motivation level\*Training related to work?**

**Crosstabulation**

Motivational Level		Training related to work		Total
			No	
The training program influence motivation allevel.	Highly motivated	84	0	84
	Somewhat motivated	20	8	28
Total		104		112

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval	Pearson's R	.707	.052	10.499	.000
byInterval					
Ordinal by Ordinal	Spearman Correlation	.600	.060	7.861	.000
N of Valid Cases		112			

Chi-Square Tests

Symmetric Measures

	Value	df	Asymptotic Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	25.846 <sup>a</sup>	1	.000		
Continuity Correction <sup>b</sup>	21.718	1	.000		
Likelihood Ratio	24.136	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	25.615	1	.000		
N of Valid Cases <sup>b</sup>	112				

	Value	Asymptotic Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval Pearson's R	.480	.078	5.745	.000
Ordinal by Ordinal Spearman Correlation	.480	.078	5.745	.000
No of Valid Cases	112			

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.00.

b. Computed only for a 2x2 Figure

a. Not assuming the null hypothesis.

Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

#### **INTERPRETATION:**

The value 0.000 is smaller than the significant value 0.05 thus the null hypothesis is accepted were it shows. There is no significant difference between training program influence the motivation level and the training related to the work.

#### **FINDINGS:**

40% of the respondents are between the age of 21-30. → 67% of the majority respondents are male. → 27% of the respondents are studied upto degree and other course. → 65% of the respondents are having below 5 years experience. → 78% of the respondents are very interested in the training program given by management. → 75% of the respondents are highly motivated by the training program. → 64% of the respondents got skills and talents highly towards their job. → 87% of the respondents accepted that their knowledge and performance increased by training. → 73% of the respondents are satisfied with the method of training.

#### **SUGGESTIONS: →**

Find the lacking area of employees to give the appropriate training. → To give the appropriate training to the employees to achieve the organizational goals. → Analyze the progress of employees after the training program. → Analyze the feedback to know the employees' perception about the training program. → Encourage the employees to implement the ideas which learnt from the training program.

#### **CONCLUSION:**

The term effectiveness of training and development is analyses the status of the employees after the training program. If the employees are not grasp the training program, the performance will not go high. It is very essential to improve the productivity and quality. By the way of this topic we can able to know the how effectively the employees are utilizing the training program. The present study concerned about the effectiveness of training and development at GEM Hospital & Research Center, on the basis of the study we can able to know that the strategies are adopted by GEM Hospital to give the training to the employees, employees are well satisfied by the training given by them.

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