



EVALUATING THE EFFECTIVENESS OF TRAINING AND DEVELOPMENT PROGRAMS ON EMPLOYEE PERFORMANCE AT MIOT INTERNATIONAL HOSPITAL

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ABSTRACT

Training and development programs are considered essential components of human resource management that contribute significantly to employee competency enhancement and organizational performance. In healthcare organizations, continuous training is crucial due to rapid technological advancements, evolving medical practices, and increasing patient expectations. The present study examines the effectiveness of training and development programs and their impact on employee performance at MIOT International Hospital. The study focuses on key training dimensions such as training need analysis, training methods, trainer effectiveness, and training resources as independent variables influencing employee skill and knowledge development. Employee skill and knowledge development is considered a mediating factor that enhances employee performance. The paper adopts a theoretical and conceptual approach to analyze the relationship between training programs and employee performance in the healthcare sector. The findings emphasize that well-designed training initiatives improve employee competencies, enhance work efficiency, and contribute to improved healthcare service delivery. The study highlights the importance of structured training strategies in healthcare institutions to strengthen workforce capabilities and achieve organizational excellence.

KEYWORDS: Training and Development, Employee Performance, Skill Development, Healthcare HRM, Training Effectiveness

1. INTRODUCTION

Human resources are widely recognized as one of the most important assets of any organization. The success of an organization depends largely on the capabilities, knowledge, and performance of its employees. In today's competitive environment, organizations must continuously invest in employee development to maintain productivity and achieve long-term success.

Training and development programs play a vital role in improving employee competencies and preparing them to perform their job responsibilities effectively. These programs are designed to enhance employees' knowledge, technical skills, and professional abilities required for organizational growth and performance improvement.

In the healthcare sector, training and development programs are particularly important because employees must handle complex medical procedures, advanced technologies, and critical patient care responsibilities. Healthcare professionals are required to stay updated with the latest medical advancements, treatment techniques, and healthcare regulations.

Hospitals must therefore ensure that employees receive continuous training and professional development opportunities to enhance their performance and maintain high standards of healthcare services. Training programs not only improve employee skills but also increase job satisfaction, motivation, and organizational commitment.

MIOT International Hospital is a leading multi-specialty healthcare institution known for its advanced medical technologies and high-quality patient care services. The hospital conducts various training and development programs aimed at enhancing employee competencies and improving service delivery.

Despite the importance of training programs, organizations often face challenges in evaluating their effectiveness and determining whether these programs significantly contribute to employee performance. Therefore, it is necessary to examine how training initiatives influence employee competencies and performance outcomes.

This study aims to evaluate the effectiveness of training and development programs at MIOT International Hospital and analyze their impact on employee performance through skill and knowledge development.

2. CONCEPT OF TRAINING AND DEVELOPMENT

Training and development refer to systematic activities designed to improve employees' knowledge, skills, and competencies required for effective job performance. Training focuses primarily on enhancing employees' current job-related skills, whereas development focuses on preparing employees for future roles and responsibilities.



According to Armstrong, training is a planned effort by an organization to facilitate employees' learning of job-related competencies. These competencies include knowledge, skills, and behaviors that are critical for successful job performance.

Training programs are designed to achieve several organizational objectives, including improving productivity, enhancing service quality, and promoting employee growth. Development programs, on the other hand, focus on long-term career advancement and leadership development.

In modern organizations, training and development are considered strategic tools for improving organizational competitiveness. Continuous employee learning helps organizations adapt to changing technological and market conditions.

3. IMPORTANCE OF TRAINING IN HEALTHCARE ORGANIZATIONS

Training and development are particularly important in healthcare institutions due to the complexity and sensitivity of medical services. Healthcare employees must possess high levels of technical competence, clinical knowledge, and professional skills.

Healthcare organizations operate in an environment characterized by rapid technological advancements, evolving treatment procedures, and strict regulatory standards. As a result, employees must regularly update their knowledge and skills to ensure effective patient care and safety.

Training programs in hospitals help employees improve their clinical expertise, understand new medical technologies, and enhance patient care practices. Continuous training also helps reduce medical errors, improve operational efficiency, and enhance patient satisfaction.

Furthermore, training programs contribute to employee motivation and professional development. Employees who receive regular training opportunities are more likely to feel valued and committed to their organization.

Healthcare institutions that invest in employee training are better positioned to maintain high service standards and improve organizational performance.

4. REVIEW OF LITERATURE

4.1 Masaad K and Abdullah S et al. (2023) examined the importance of training and development in improving the quality of health services in Qassim hospitals. The research aimed to identify how staff training influences the quality of services provided to patients and technicians. A structured questionnaire was used to collect data, and the study ensured validity and reliability through expert verification and consistency checks. The findings revealed a strong emphasis on continuous training for hospital employees, particularly in administrative and

technical activities, both receiving high mean scores. Practical training experience and well-organized training programs were also rated positively. The study found a statistically significant positive correlation (0.670) between training and development practices and the quality of healthcare services. It concluded that continuous staff training and the selection of competent managers are essential to ensure and improve the quality of health services in hospitals.

4.2 Salami,Y, Daniel, C.O, Muritala, T.A, Ibrahim, U.A, Nwoye, M.I et.,al (2022) IMPACT OF TRAINING AND DEVELOPMENT ON THE PERFORMANCE OF PUBLIC HOSPITALS IN ABUJA-FCT, NIGERIA examined the impact of training and development on the performance of public hospitals in Abuja-FCT, Nigeria. The research was conducted in response to the increasingly competitive business environment, rapid technological changes, and evolving customer needs. The study emphasized that continuous employee training is essential for organizations to meet modern healthcare challenges. A survey research design was adopted using a structured questionnaire based on a 5-point Likert scale. The sample consisted of 353 employees randomly selected from a total population of 2,997 staff across fourteen general hospitals in Abuja-FCT. Out of these, 305 completed questionnaires were returned and analyzed. Hypothesis testing was conducted to examine the relationship between training practices and hospital performance. The findings revealed a significant relationship between orientation as a training method and patient waiting time. The results indicated that effective training and development programs contribute positively to hospital performance. The study concluded that structured and continuous training is essential for improving service delivery in public hospitals.

4.3 Mire, Kune,H and Sabwami, Butali.P and Ayora, Joel Mose et.,al (2024) TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE, A CASE OF GARISSA COUNTY REFERRAL HOSPITAL, KENYA examined the impact of training and development on employee performance at Garissa County Referral Hospital in Kenya. The research adopted a cross-sectional descriptive survey design targeting 445 health officers, from which a 10% sample of 45 respondents was selected. Data were collected using semi-structured questionnaires through a drop-and-pick method. Qualitative data were analyzed using thematic analysis, while quantitative data were analyzed using descriptive and regression techniques. The findings showed that skills acquisition had a significant positive effect on employee performance ($\beta = 0.522$, $p = 0.002$). Training attendance also had a significant positive influence on performance ($\beta = 0.459$, $p = 0.003$). However, employee turnover rates had a significant negative effect on performance ($\beta = -0.376$, $p = 0.012$). The study revealed that 58.34% of the variation in employee performance was explained by skills acquisition, training attendance, and turnover rates. Employee performance improved with increased training participation and skill development but declined with higher turnover. The study recommended strengthening skill acquisition programs, ensuring

consistent training attendance, and implementing policies to reduce employee turnover in order to enhance hospital performance.

4.4 Salah M. Diab & Musa T. Ajlouni et.,al (2014) THE INFLUENCE OF TRAINING ON EMPLOYEE'S PERFORMANCE, ORGANIZATIONAL COMMITMENT, AND QUALITY OF MEDICAL SERVICES AT JORDANIAN PRIVATE HOSPITALS examined the influence of training on employee performance, organizational commitment, and the quality of medical services in Jordanian private hospitals. Data were collected through 380 questionnaires distributed to employees across different job categories. The study used statistical tools such as percentages, means, standard deviations, ANOVA, and multiple regression analysis to test the hypotheses, with reliability confirmed by a Cronbach's alpha of 79%. The findings revealed a strong relationship between training components and key variables, including employee performance, service quality, and organizational commitment. Training elements such as proper application of training stages and diversity of training programs significantly influenced outcomes. The most significant impact of training was on the quality of medical services, while the least impact was on organizational commitment. The use of modern technology in training programs showed no significant effect on organizational

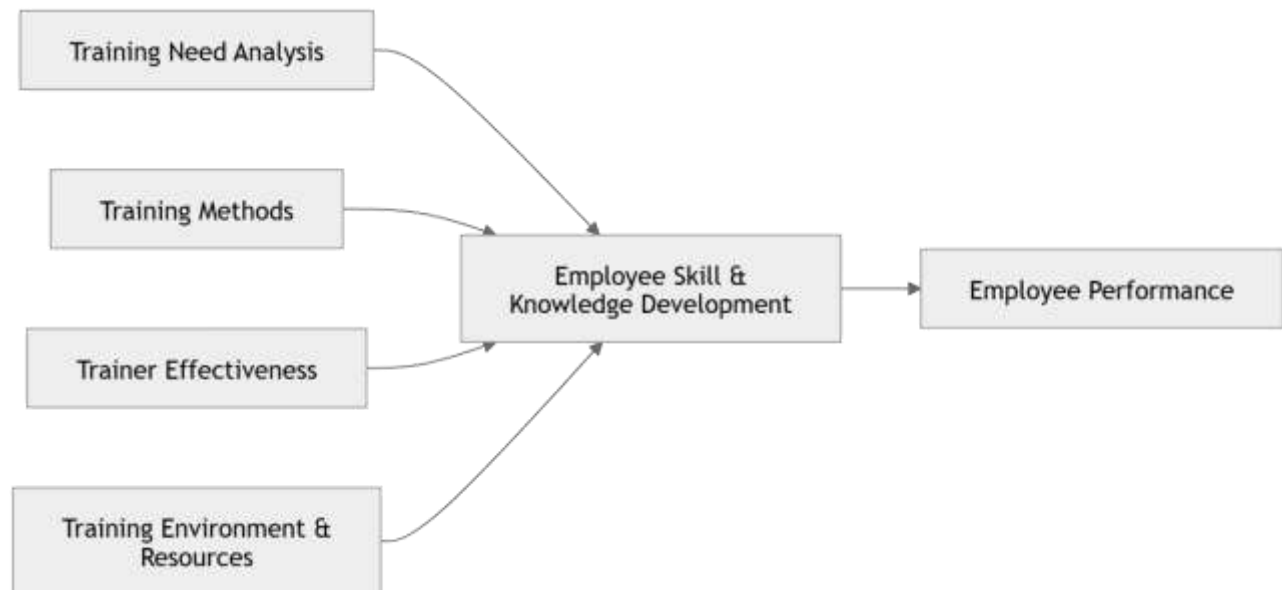
commitment. The study concluded that effective training programs enhance employee performance and service quality. It recommended creating a supportive organizational climate and implementing annual training plans. Additionally, it suggested increasing the training budget, providing incentives, allowing employees to choose relevant programs, and improving administrative decisions related to training.

5. RESEARCH OBJECTIVES

The major objectives of this study are:

1. To examine the influence of Training Need Analysis on employee skill and knowledge development at MIOT International Hospital.
2. To analyze the impact of training methods on employee skill and knowledge development.
3. To evaluate the effect of trainer effectiveness on employee skill and knowledge development.
4. To assess the role of training resources in enhancing employee skill and knowledge development.
5. To investigate the influence of employee skill and knowledge development on employee performance.
6. To evaluate the overall effectiveness of training and development programs in improving employee performance at MIOT International Hospital.

6. CONCEPTUAL FRAMEWORK



The conceptual framework of the study explains the relationship between training and development factors and employee performance.

Independent Variables

- Training Need Analysis
- Training Methods
- Trainer Effectiveness
- Training Resources and Environment

Mediating Variable

- Employee Skill and Knowledge Development

Dependent Variable

- Employee Performance

Training factors influence employee learning outcomes, which in turn affect employee performance



- **Training Need Analysis**

Training need analysis is the process of identifying the gap between employees' existing competencies and the skills required to perform their job roles effectively. It helps organizations determine the specific training requirements of employees. A systematic training need assessment ensures that training programs address relevant skill deficiencies and improve employee performance. Organizations typically conduct training need analysis through performance appraisals, employee feedback, and job analysis.

Training need analysis can be conducted at three levels:

Organizational Level

Identifies training requirements based on organizational goals and strategic objectives.

Task Level

Examines the skills and knowledge required to perform specific job tasks.

Individual Level

Identifies individual employee skill gaps and training needs. Effective training need analysis ensures that training programs are aligned with organizational objectives and employee development requirements.

- **Training Methods**

Organizations use various training methods to enhance employee learning and development. The choice of training method depends on the nature of the job, organizational resources, and learning objectives.

Some commonly used training methods include:

On-the-Job Training

On-the-job training allows employees to learn while performing their job tasks. It provides practical experience and helps employees develop job-specific skills.

Workshops and Seminars

Workshops and seminars provide opportunities for employees to gain theoretical knowledge and share experiences with experts and peers.

Simulation Training

Simulation training is commonly used in healthcare institutions to replicate real-life medical scenarios. It allows employees to practice procedures in a controlled environment.

E-Learning Programs

Digital learning platforms provide flexible learning opportunities and enable employees to access training materials at their convenience.

Coaching and Mentoring

Coaching and mentoring programs involve experienced professionals guiding employees to enhance their skills and professional development. Selecting appropriate training methods is essential to ensure effective learning outcomes.

- **Trainer Effectiveness**

The effectiveness of trainers plays a significant role in determining the success of training programs. Trainers are responsible for delivering training content, facilitating learning, and motivating employees.

An effective trainer should possess strong subject knowledge, excellent communication skills, and practical experience. Trainers should also be able to engage participants and create an interactive learning environment.

In healthcare organizations, trainers often include senior medical professionals, technical experts, and experienced administrators who provide specialized training to employees. Trainer effectiveness significantly influences employees' learning experience and knowledge retention.

- **Training Resources and Learning Environment**

Training resources and learning environments are essential components of effective training programs. Organizations must provide adequate training infrastructure, learning materials, and technological support to facilitate effective learning.

A supportive training environment encourages employee participation and engagement during training sessions. Modern healthcare training programs often use advanced technologies such as simulation labs, digital learning platforms, and virtual training tools. Access to high-quality training resources enhances the overall effectiveness of training programs and improves employee learning outcomes.

- **Employee Skill and Knowledge Development**

Employee skill and knowledge development refers to the process of enhancing employees' competencies through training and learning activities. Skill development enables employees to perform their job tasks more effectively and efficiently.

Training programs help employees acquire new technical skills, improve problem-solving abilities, and enhance their professional capabilities. These improvements contribute to increased confidence and job satisfaction.

Employee skill and knowledge development act as a mediating factor between training programs and employee performance. When employees acquire new skills and knowledge through training, they are better equipped to perform their job responsibilities effectively.

- **Employee Performance**

Employee performance refers to the level of productivity, efficiency, and quality of work demonstrated by employees in performing their job responsibilities. High-performing employees contribute to organizational success by delivering quality services and achieving organizational objectives.

Training programs influence employee performance by improving employees' competencies and work efficiency.



Employees who receive effective training are more capable of handling job challenges and performing tasks accurately.

In healthcare organizations, employee performance directly affects patient care quality and hospital reputation. Therefore, continuous employee development is essential to maintain high standards of healthcare services.

6. RESEARCH HYPOTHESES

H1: Training Need Analysis positively influences employee skill and knowledge development.

H2: Training Methods positively influence employee skill and knowledge development.

H3: Trainer Effectiveness positively influences employee skill and knowledge development.

H4: Training Resources positively influence employee skill and knowledge development.

H5: Employee skill and knowledge development positively influences employee performance.

7. FINDINGS AND SUGGESTIONS

The study is expected to reveal that training and development programs significantly influence employee skill and knowledge development. Effective training initiatives help employees improve their competencies, confidence, and work efficiency.

Training methods such as practical workshops and simulation-based learning are expected to have a strong influence on employee learning outcomes. Similarly, trainer expertise and effective communication are likely to enhance employee engagement during training sessions.

Employee skill and knowledge development acts as a mediating factor between training programs and employee performance. Employees who receive effective training are more capable of performing their job tasks efficiently and delivering high-quality healthcare services.

The findings highlight the importance of structured training programs in healthcare institutions to enhance workforce competencies and improve service delivery.

8. MANAGERIAL IMPLICATIONS

The findings of this study provide valuable insights for hospital administrators and HR professionals. Organizations should conduct regular training need assessments to identify skill gaps among employees. Training programs should be designed using appropriate learning methods that enhance employee engagement and knowledge retention.

Hospitals should also invest in experienced trainers and modern training infrastructure to improve training effectiveness. Continuous evaluation of training programs is necessary to ensure that they contribute to employee performance and organizational success.

9. LIMITATIONS OF THE STUDY

The study has certain limitations:

1. The research is limited to employees of a single hospital.
2. The sample size is relatively small.
3. The study relies on self-reported responses from employees.

Future research can expand the study to multiple healthcare institutions and larger sample sizes.

10. CONCLUSION

Training and development programs play a significant role in enhancing employee competencies and improving organizational performance. In healthcare organizations, continuous training is essential to maintain high standards of patient care and service quality.

This study evaluates the effectiveness of training programs implemented at MIOT International Hospital and examines their impact on employee performance. The findings suggest that well-structured training programs significantly enhance employee skills and knowledge, which ultimately improves employee performance.

Organizations should focus on strategic training initiatives that align with employee needs and organizational goals to maximize the benefits of training programs.

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