**“A study on the Effectiveness of Training and Development programs with reference to Dhanya Mission Hospital”**

**PROJECT REPORT**

Submitted in partial fulfilment of the requirement for the award Degree

**MASTER OF BUSINESS ADMINISTRATION**

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**CHAPTER 1**

**INTRODUCTION**

**INTRODUCTION**

Training and development is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with believe that it will earn them competitive edge. The main objective of this study is to examine the effectiveness of training and development on employees’ performance and organisation competitive advantage in the Nigerian banking industry. Descriptive research method was adopted for this study using two hundred and twenty three valid questionnaires which were completed by selected banks in Lagos State, South-West Nigeria using simple random sampling technique. The data collected were carefully analyzed 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. Summary of the findings indicates that there is strong relationship between the tested dependent variable and independent construct. However, bank management should not relent in their quest to train their staff to develop new ideas that will keep improving and retaining employee performance.

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organisation for updating skills and knowledge of employees in accordance with changing environment. Optimisation of cost with available resources has become pressing need for every organisation which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals. Both training and development are continuous and core tasks of organisation, but employee training will be for the particular job to develop skills in concern particular job for a particular period and will be given periodically whenever updating of skills needed for performing particular job and moreover training is meant for the purpose of development of technicality among employees. Training is mainly provided for making employee aware on how to handle particular job, technology or equipment for doing particular task or function in the organisation. ultimately training of employees will be by way of teaching by the professional in particular job which involves technicality to develop skill.

**STATEMENT OF PROBLEM**

The success or failure of any organization depends on employees and their skills. The skills of any employees depend on the training and development programmes which are adopted by company. It is important to mention that a skill of employees improves the efficiency, productivity and effectiveness of the organization. In this background study is selected to know the training and development programmes adopted in Dhanya Hospital to improve the skill of an employee. in order to accomplish the objectives of the organization. Hence study is undertaken. Training is expensive if it does not serve the purpose for which it is given. The training should be able to improve the capabilities of individuals and collectively that of the organization. If the program of training does not contribute to the building of organizational capabilities and reflect over a period of time in improved performance, the loss to the organization is far greater than the money spent on training. In addition, the organization could lose its competitive edge and its market position. Hence, training has to serve identified purposes for the organization based on a systematic analysis of its own capabilities and the demands upon it that the future scenario may make. The organization has to identify what skills, attitudes, behavior, knowledge, conceptual and operating capabilities are needed and which of these can be developed through training and which of these require reorientation in policy and management practices. Very few organizations spend enough time to analyze the situation with care before launching on training program. The researcher has also an opportunity to see that most of training programs are not effective because there is no assessment on a need for training, who need to be trained, the alignment of the training with the organizations strategy and its objective.This implies that all most all trainers are outsiders. Again this implies that the trainers may not be available as per the training center needs them and this may force to use unqualified person to train the trainees. Even though this situation saves cost it has also its own effect on the training quality. Ethiopian Civil Service University, Center for Training and Consultancy /CTC/ as one of autonomous training center that contribute to the federal and regional states efforts by building the public sector capacity through short term training programs and consultancy service needs a comprehensive training and development strategy as otherwise it will be difficult to remain successful training center within this competitive environment.

**SIGNIFICANCE OF THE STUDY**

Training and development can help employees perform better as they become more skilled in their job and are able to complete their work quicker than before. Training and development can help employees perform better as they become more skilled in their job and are able to complete their work quicker than before.

**OBJECTIVES OF THE STUDY**

1. To understand the concept of training and development

2. To study the purpose for attending training and development by employees

3. To study the impact of training and development on overall productivity of the organization

4. To know the satisfaction level of employees regarding training.

5. To know the effectiveness of training and development programs at Dhanya Hospital

**SCOPE OF THE STUDY**

The scope of training and development has expanded to include cross-cultural training, focus on the development of the individual employee, and the use of new organization development literature to frame training programs.Employee attitude towards training and development in the post recession period” help to analyze the real needs and requirement for their development. This study help the management to determine the right kind of training &development, mentoring career planning & succession planning etc.

**ORGANISATION PROFILE**

Dhanya Mission Hospital is a multi-specialty hospital providing 24 hour health care services to everyone in need. Life is a gift of God, and we thank the Lord for the five to ten deliveries that take place in their hospital every day. Their dedicated Gynecologists,Pediatricians, Nurses and other staff ensure that the mother and baby are healthy and happy. They invite you to visit us and share in their happiness. Dhanya Mission Hospital is widely known for orthopedic surgery in Trichur,Kerala.  
  
All specialties are represented, including Medicine, Surgery, Orthopedics, Cardiology, Neurology, Dermatology, ENT, Anesthesiology, Dentistry, Radiology and Sonology, Laparoscopic and Arthroscopic Surgery, Physiotherapy, Yoga Therapy, and Clinical Psychology.  
  
Dhanya Mission Hospital has specialization in the field of:

* Liver Transplant
* Orthopedic surgery
* Neurosurgery
* Kidney Transplant
* Bariatric Surgery
* Bone Marrow Transplant
* Hip replacement
* Plastic & Cosmetic Surgery
* Psychiatric
* Laparoscopic surgery
* Pediatric Surgery

Dhanya Mission Hospital was started in the year 1982 by the Franciscan Clarist Congregation, Alvernia Province, Irinjalakuda, in Thrissur District. This hospital is located at Potta, just two kms away from the internationally acclaimed spiritual renewal centre, Potta Ashram. Started as a small health care unit to meet the health needs of the local people, over the years the hospital has experienced a steady growth due to the committed service of doctors and dedicated sisters and other staff – and above all, by Divine providence.

The Hospital aims to create a culture of humanizing care with a special sensitivity towards the poor and the marginalized. It stands always as a centre of life and hope bearing in mind that life is a gift of God, of which man is only an instrument. From its inception, this institution has witnessed charity by providing quality care to the common man at an affordable cost. Human life is sacred because it involves the creative action of God and it remains forever in a special relationship with the Creator. Hence the care and treatment which we provide is for the betterment of the quality of life of the patient.

Our inspiration is Jesus the Divine Healer, from whom we receive the healing power and spread the fragrance of empathetic love to those who suffer.

They are happy to offer you the following facilities

* Radiology
* Ultrasound Scan
* Laboratory with Advanced Machinery
* Blood Storage Centre
* Neonatal ICU
* Medical ICU
* Laminar Flow Operation Theatre
* Ambulance Service
* Dialysis Unit
* Double Surface Phototherapy
* ECG, Echocardiogram and TMT

Specialty services

* Arthroscopy
* Hip Replacement
* Total Knee Replacement
* IQ Assessment
* Painless Labor
* Stress incontinence treatment
* Infertility Clinic
* Adolescent Clinic
* Well Woman Clinic
* Menopause Clinic
* Spiritual Services
* Parking Area

**Mission**

Their mission is to deliver quality comprehensive health care to the community at an affordable cost with a caring culture.

**Vision**

Witness Jesus Christ through healing ministry , upholding the respect and dignity of every human, from the moment of conception to its natural end, with care and unconditional love.

Dhanya Mission Hospital is deeply committed to the best standards of excellent medical care. We give a lot of emphasis on compassionate patient care and hospitality. Our main focus is to ensure that your health and comfort receive special attention once you enter the premises of the hospital.

**CHAPTER 2**

**LITERATURE REVIEW**

**INTRODUCTION**

Literature review is an assessment of a body of research that includes a research .And it is a summary of different reviews or references from literatures that regards to the research done by a researcher. Literature review is an important aspect in any research or a project work

study. It helps to measure stating the recent outcome on a particular area of a research that aims to strengthen the present research techniques. The main objective is to understand the research activities that have been taken place in a particular discipline in general and in the area of research in peculiar. So, this literature review covers the reviews, studies or references that made at national and international level which is related to the topic; “A Study on the Effectiveness of Training and Development with reference to Dhanya Mission Hospital”.

**TRAINING AND DEVELOPMENT**

Training and development helps companies gain and retain top talent, increase job satisfaction and morale, improve productivity and earn more profit. Additionally, businesses that have actively interested and dedicated employees see 41 percent lower absenteeism rates, and 17 percent higher productivity.Training helps learners gain new knowledge and skill. The most effective training also helps learners apply this information to their workplace, a process known as transfer of learning or simply learning transfer.

**LITERATURE REVIEW**

Training and development have a significant role in the development of employee performances Partlow, (1996); Tihanyi et al., (2000) and Boudreau et al., (2001), training should be designed according to the need of employee and organizations which perform these things get better results. The design of training should be according to the needs of the employees (Ginsberg, 1997).

Sthapit (2012), pointed out that the strategic human resource development factors affecting the evaluation of induction training effectiveness in Nepali banks. The study was based on the survey which was conducted during Feb-March 2012 on 104 low and middle-level managers of Nepali development banks established from June 2001 to June 2010. The study revealed that induction training as most effective in terms of learning and least effective on the behavior change criterion

According to Heath field (2012), the right employee training, development, and education at the right time, provides big payoffs for the organization to increase productivity, knowledge, loyalty and contribution.

Baldwin & Johnson (1995), claim that lower levels of training will increase the chances of employee migration,a higher degree of training towards the firm and decreases the chances of employee termination. (Choo & Bowley, 2007).

Jadhav (2013), studied the training and development programs undertaken by banks for their employees. The main objectives of the present study were to analyze the effectiveness of training and development programs for employees to discharge their duties and to study how training and development programs help to achieve customer satisfaction. For this study primary data was collected through questionnaire filled by the bank employees. A sample of 40 employees is selected by the use of random sampling from different banks like HDFC, ICICI, Vijaya Bank, Bank of Baroda, and Dena Bank located in the suburban area of Mumbai. It is concluded that private and public Indian banks undertake training and development programs for their employees to increase their efficiency. Banks provide training programs to enhance their knowledge and skills to satisfy the customers. Growth of banking sector in India is the result of skilled manpower which is the outcome of training and development.

Ramakrishna et al., (2012), have studied that the Human Resource Development department has to play a more proactive role in shaping the employees to fight out the challenges. The banks not only have to make plans and policies and devise strategies, but the actual functionaries also have to show competence and effectiveness in executing the said policies and strategies. A sample of 85 employees covering all Canara bank branches in Kurnool District has been considered for the study at random. The study revealed that the employees have attended more training and development programs, employees strongly agreed about the necessity of training and development .

Purohit (2012), studied the existing policies practiced in co-operative banks to appraise the level of HRD practices, to assess the satisfaction level of employees about HRD practices particularly Training and development & Reward and recognition of employees. In the present study structured questionnaire via in-depth personal interviews is used to collect primary data. From a large number of banks in Pune region, 16 are selected for the study. Information was collected from 30 employees of different level. The study adopted random sampling with regard to the selection of cooperative banks. The study revealed that training helps employees to gain a better understanding in the area of Job and this will enhance their stock of knowledge. Extensive training providing continuous development, such as on-the-job training, training programs and workshops can be a driving factor for the activities in the firm. The present paper also suggests the ways & means by which the selected co-operative banks can improve their high performances of work practices.

Srimannarayana (2011), in his study, found that Training and Development is a very important component in the modern Human Resource Management and the scope of training and development vary from one organization to another. The present study is based on primary data. Data is collected from 105 HR/Training professionals working in manufacturing, IT/ITES and service sector with a minimum experience of three years in their respective organization in the functional area of training and development. The study revealed that more than 75% of respondents have believed that performance improvements made because of training are an extremely valuable measure and 70.48% have believed that transfer of learning is extremely important. Almost (95.24%) respondents have mentioned that they collect feedback of the participants after completion of the training program routinely. There is a gap between the measures that that are used actually in assessing training and development and HR/Training professionals do not have control over data that is required for measuring training and development.

Nagar (2009), study the effectiveness of training programs being conducted by the commercial banks in public as well as in the private sector. The area of study is limited to the staff training centers of State Bank of Bikaner & Jaipur and The Bank of Rajasthan Ltd. The data is collected through a structured questionnaire containing several trainees regarding various aspects of training like course duration, library facilities, trainer, teaching & computeraided program and other infrastructural facilities and the calculated t values is less than table value of t, hence null hypothesis is accepted or hence there is no significant difference in the opinion of respondent at the two staff training centers.

According to Ivancevich (2010), training and development is a process that attempts to provide employees with information, skills, and understanding of the organization and its goals. Additionally, training and development aid an employee to continue to make the necessary positive contribution to the success of employing organization in terms of his / her good performance on the job. To start this whole process is orientation and socialization of employees into the organization.

Cole (1997), says further that training and development are faced by every organization, even though the quality and intensity of the training carried out may from one organization to another. He goes on to list the factors that tend to influence the quality and quantity of the training and development activities of various organizations

**CHAPTER 3**

**RESEARCH METHODOLOGY**

**3.1 INTRODUCTION**

Research in common parlance refers to a search for knowledge. One can also define research as scientific and systematic search for pertinent information on a specific topic. In fact,research is an art of scientific investigation. According to Redman and Moray (I923) defined research as a “systematized effort to gain new knowledge”. Some people consider research as a voyage of discovery that involves movement ham the known to the unknown.According to Kothari (2004), research design is a plan, a roadmap and blueprint strategy of investigation conceived to obtain answers to research questions; it is the heart of any study.Research methodology is the systematic, theoretical analysis of the procedures applied to a field of study (Kothari, 2004). Methodology involves procedures of describing, explaining and predicting phenomena so as to solve a problem. Research methodology comprehends perception such a research designs, target population, sample size and sampling procedures,data collection instruments and data analysis procedure.

Research in technical sense is an academic activity. „Clifford Woody (Kothari 1988) defined research as “ an activity that defining and redefine problems, formulating a hypothesis; collecting and evaluating data; making deductions and reaching conclusions; and carefully testing the conclusions to determine if they support the formulated hypothesis. According to D. Slesinger and M. Stephenson (1930), in the encyclopaedia of social science, defined as the manipulation of things, concepts or symbols for the of purpose of generalizing, extending,correcting or verifying the knowledge, whether that knowledge aids in the construction of theory or in the practice of an art. Research is thus an original contribution to the existing stock of knowledge making for its advancement.Research is also a way of preparing the mind to look at things in a fresh or different way. Out of such an orientation would come new and innovative observation about everyday events and happenings.The formidable problem that follow the task of the define the research problems is the preparation of the design of the research project, popularly known as the “research design “.Decision regarding what, where, when, how much, by what means concerning an inquiry or a research study constitute a research design.

**3.2 RESEARCH DESIGN**

A Research lawet is an association of situations for series and evaluation of facts in a way that targets to mix relevance to the studies' cause with financial system in method. It is the conceptual shape inside which studies are conducted. It constitutes the blueprint for the series, size and evaluation of facts. The observation is descriptive in nature. Descriptive studies consist of survey and reality locating enquiries of various kinds. The principal cause of descriptive studies is to Kingdom the activities because it exists at present

**3.3 SAMPLING DESIGN**

A pattern lawet is a specific plan for acquiring a pattern from a given population. It refers back to the method followed through a researcher for deciding on gadgets for a pattern. i.e., it offers a concept approximately the dimensions of the pattern. The first and predominant step in growing any pattern lawet is to surely outline the universe/population.

**3.4 POPULATION**

Population refers to the total number of items or units in any field of enquiry, whereas population refers to the total items about which information is desired. Quite often, there may not be any differences between population and universe, and as such the terms are taken as interchangeable. The universe as well as the population of the study comprises the employees at Dhanya Mission Hospital.

**3.5 SAMPLING TECHNIQUE**

Proper sampling technique has to be employed in selecting the items for the sample. Various sampling techniques are available for selecting samples and the researcher should choose that which causes smaller sampling errors for a given sample size and cost. Sampling technique used in this study is the Convenience Sampling Method. A convenience sampling is obtained by selecting a convenient population. The advantages of this type of sampling are the availability and the quickness with which data can be gathered.

**3.6 SAMPLE SIZE**

Sample size refers to the number of items to be selected from the universe to constitute a sample. Algebraically, from the total population N, if a part of it is selected, n (which is <N), according to some rule for studying some characteristics of the population, the group consisting of these n units is known as „sample‟. The sample size for this study is 100.

**3.7 SOURCES OF DATA**

The information required for the study can be collected from the two sources mainly primary and secondary. Thus it is provided with two types of data known as primary data and secondary data.

**3.7.1 Primary Data**

Primary data are those collected by the investigator himself for the first time and thus they are original in character. Primary data was collected through structured questionnaires distributed to the sample. Here in this study I used questionnaire method, (which is a prominent method of collecting primary data) for collecting information’s from the employees.

**3.7.2 Secondary Data**

Secondary data are those which have been collected by some other person for his purpose and published. Secondary data were collected through literature reviews which includes the company's internal records, website (official and other) etc. For this study company website was a source of information.

**3.8 DATA COLLECTION INSTRUMENT**

In this study, a structured questionnaire is used for collecting data. Questionnaire method is an important and popular method for data collection. A structured questionnaire is a questionnaire in which there are definite, concrete and predetermined questions. The questions must be said earlier and now no longer built at some point of questioning. Thus, a dependent questionnaire is one wherein all questions and solutions are designated and feedbacks in the respondent’s personal phrases are held to be the minimum. The questions are categorized into 4 parts. Percentage analysis, regression analysis, descriptive analysis and mean are used for this study.

**3.9 TOOLS USED FOR DATA ANALYSIS**

Data analysis means critical examination of the data for studying the characteristics of the job under the study and for determining the patterns of relationship among the variables relating to it using both quantitative and qualitative methods. In this study simple percentage analysis and chi square test are the tools used for data analysis.

**3.9.1 Simple Percentage Analysis**

The purpose of using percentage is to simplify the problem of comparison. Percentages reduce two distributions to a common base, thus making comparison simple. Percentage is calculated based on the responses given by the respondents. This method is mainly used to describe relationships. Percentage= No. of responses/ Total No. of responses \* 100

**3.9.2 Regression**

In statistical modeling, regression analysis is a set of statistical processes for estimating the relationships between a dependent variable (often called the 'outcome' or 'response' variable) and one or more independent variables (often called 'predictors', 'covariates', 'explanatory variables' or 'features'). The most common form of regression analysis is linear regression, in which one finds the line (or a more complex linear combination) that most closely fits the data according to a specific mathematical criterion. For example, the method of ordinary least squares computes the unique line (or hyperplane) that minimizes the sum of squared differences between the true data and that line (or hyperplane). For specific mathematical reasons (see linear regression), this allows the researcher to estimate the conditional expectation (or population average value) of the dependent variable when the independent variables take on a given set of values. Less common forms of regression use slightly different procedures to estimate alternative location parameters (e.g., quantile regression or Necessary Condition Analysis) or estimate the conditional expectation across a broader collection of non-linear models (e.g., nonparametric regression). A Study on the Effectiveness of training and development.

**3.9.3 Descriptive Analysis**

Descriptive Analysis is the types of analysis of data that helps describe, show or summarize data points in a constructive way such that patterns might emerge that fulfil every condition of the data. It is one of the most important steps for conducting statistical data analysis. It gives you a conclusion of the distribution of your data, helps you detect typos and outliers, and enables you to identify similarities among variables, thus making you ready for conducting further statistical analyses.

**3.10 SOFTWARE USED FOR DATA ANALYSIS**

**3.10.1 MS Excel**

Microsoft Excel is another software tool which is a spread sheet program creates grids of text, numbers, calculations, various graphing tools and tables etc. It was developed by Microsoft windows research. The spread sheet applications are widely used and very much popular since version i, Mac OSX, and IOS. It is a useful platform in order to enter and maintain the data relates to the n 1993 and then replaced Lotus 1-2-3 as the industry standard for spread sheets. Microsoft Excel may be a beneficial platform to go into and hold research observe information. Excel is reasonably easy to analyze and use. Researchers can use Excel's easy statistical and plotting features to assist benefit perception into their information. A software program application created through Microsoft that makes use of spreadsheets to arrange numbers and information with formulation and features. Excel evaluation is ubiquitous round the sector and utilized by groups of all sizes to carry out monetary evaluation. The Excel software program application consists of many features, formulation, and shortcuts that may be used to decorate its functionality. Excel is commonly used to arrange thedata.

**3.10.2 STATISTICAL PACKAGES FOR SOCIAL SCIENCE (SPSS)**

SPSS is a computer application used for survey authoring and deployment (IBM SPSS Data Collection), facts mining (IBM SPSS Modeler), textual content analytics, statistical evaluation, and collaboration and deployment. SPSS (originally, Statistical Package for the Social Sciences) have become released in its first version in 1968 after being superior through manner of method of Norman H. Nie and C. Hadlai Hull. SPSS is many of the maximum extensively used applications for statistical evaluation in social science. It is utilized by A Study on the Effect of Stress on Employee Performance and Job Satisfaction with Special Reference to Keerthi Agro Mills Pvt Ltd Kalady 43 marketplace researchers, fitness researchers, survey companies, government, training researchers, advertising businesses and others. The particular SPSS manual (Nie, Bent & Hull, 1970) has been described as one of "sociology's most influential books". Is a laptop application used for survey authoring and deployment (IBM SPSS Data Collection), facts mining (IBM SPSS Modeler), textual content analytics, statistical evaluation, and collaboration and deployment. SPSS (originally, Statistical Package for the Social Sciences) became launched in its first model in 1968 after being advanced via way of means of Norman H. Nie Norman H. Nie and C. Hadlai Hull. SPSS is many of the maximum extensively used applications for statistical evaluation in social science. It is utilized by marketplace researchers, fitness researchers, survey companies, government, training researchers, advertising businesses and others. The unique SPSS manual (Nie, Bent & Hull, 1970) has been defined as one of "sociology's maximum influential books". SPSS is short for Statistical Package for the Social Sciences, and its utilized by numerous types of researchers for complicated statistical information evaluation. The SPSS software program package deal turned into created for the control and statistical evaluation of social technological know-how information. It turned into firstly released in 1968 via way of means of SPSS Inc., and turned into later received through IBM in 2009. Officially dubbed IBM SPSS Statistics, maximum customers nevertheless confer with it as SPSS.

• As the sector fashionable for social-technological know-how information evaluation, SPSS is broadly coveted because of its sincere and English-like command language and impressively thorough person manual.

• SPSS is utilized by marketplace researchers, fitness researchers, survey companies, authority’s ‟entities, schooling researchers, advertising organizations, information miners, and plenty of extra for processing and studying survey information, together with you gather with an internet survey platform like Alchemer.

• Most top studies businesses use SPSS to investigate survey information and mine textual content information if you want to get the maximum out in their studies and survey projects.

**CHAPTER 4**

**DATA ANALYSIS AND INTERPRETATION**

**4.1 INTRODUCTION**

Data Analysis is a process of examining, clearing, transforming, and modelling data with the aim of finding useful & relevant information, giving suggestions, reaching at conclusions and further, supporting the decision-making process. This process has different approaches & faces including driver‟s techniques under a various range of names applied in different businesses, social science & science domains. Data analysis process is done after all data are collected and it is used to analyse the collected data of the study. Before processing/analysing the responses from the respondents, the completed questionnaire was edited for getting completeness & consistency (in responses) in the data collected. The coded data is used to enable the descriptive analysis which includes percentage analysis. The statistical tool, MS Excel is used by the researcher to describe the data and to find its scope in the prevailing scenario. The data needed for the research study was collected from a sample survey of 120 respondents which is randomly selected from the company. These collected data were analysed using appropriate data analysing, statistical tools. Here, percentage analysis is used to interpret the collected data from the respondents so as to find out the findings of the research survey. In this study under consideration, data were analysed by percentage analysis and graphical representation. The collected data were tabulated and then converted in to percentage form. Then this percentage is shown graphically with the help of graphs such as bar charts. At last, inferences are drawn from these, based on the tabulated data & chart.

**4.2 DATA ANALYSIS AND INTERPRETATION**

Percentage analysis

In this chapter an effort is made to understand the relation between training and employee performance. For this purpose, primary data were obtained from 100 respondents selected on a convenience sampling basis by using questionnaire as a research instrument. Statistical tools like percentage, table and graph were used to analyze the collected data.

**Table 4.1 DEPARTMENT**

|  |  |  |
| --- | --- | --- |
|  | NO.OF RESPONDANTS | PERCENTAGE |
| NURSING | 71 | 71 |
| EMERGENCY | 9 | 9 |
| LABORATARY | 5 | 5 |
| PUBLIC RELATIONS | 4 | 4 |
| PHARMACY | 2 | 2 |
| FRONT OFFICE | 5 | 5 |
| OTHERS | 4 | 4 |
| TOTAL | 100 | 100 |

**FIGURE 4.1 DEPARTMENT**

**INTERPRETATION**

The above chart shows that 71% of the total respondants are in the group of Nursing and 9% are in Emergency department.5 % respondants in laboratory and front office.4 % respondants from public relations and others,the remaining 2 % comes undr pharmacy.

**TABLE 4.2 DESIGNATION**

|  |  |  |
| --- | --- | --- |
|  | NO.OF RESPONDANTS | PERCENTAGE |
| NURSE | 80 | 80 |
| OP STAFF | 2 | 2 |
| OFFICE STAFF | 5 | 5 |
| PARAMEDICAL STAFF | 7 | 7 |
| TECHNICAL STAFF | 1 | 1 |
| OTHERS | 5 | 5 |
| TOTAL | 100 | 100 |

**FIGURE 4.2 DESIGNATION**

**INTERPRETATION**

The above chart shows that 80% of the total respondants are Nurse and 7% are paramedical staff.5 % are from office staff and others.2 % respondants are op staffs and 1 % are technical staff.

**TABLE 4.3 GENDER**

|  |  |  |
| --- | --- | --- |
|  | NO. OF RESPONDANTS | PERCENTAGE |
| MALE | 4 | 4 |
| FEMALE | 96 | 96 |
| TOTAL | 100 | 100 |

**FIGURE 4.3 GENDER**

**INTERPRETATION**

The above chart shows that 96% of the total respondants are female and 4% are male.

**TABLE 4.4 AGE GROUP**

|  |  |  |
| --- | --- | --- |
|  | NO. OF RESPONDANTS | PERCENTAGE |
| 18-30 | 25 | 25 |
| 31-45 | 71 | 71 |
| 46-60 | 4 | 4 |
| TOTAL | 100 | 100 |

**FIGURE 4.4 AGE GROUP**

**INTERPRETATION**

The above chart shows that 25% of the total respondants are in the age group of 18-30 and 71 % are in the category of 31-45 and

4 % comes under the category 46-60.

**TABLE 4.5**

**TRAINING OBJECTIVES WERE MADE CLEAR BEFORE STARTING THE TRAINING**

|  |  |  |
| --- | --- | --- |
|  | NO. OF RESPONDANTS | PERCENTAGE |
| STRONGLY AGREE | 54 | 54 |
| AGREE | 46 | 46 |
| NEUTRAL | 0 | 0 |
| DISAGREE | 0 | 0 |
| STRONGLY DISAGREE | 0 | 0 |
| TOTAL | 100 | 100 |

**FIGURE 4.5**

**TRAINING OBJECTIVES WERE MADE CLEAR BEFORE STARTING THE TRAINING**

**INTERPRETATION**

The above chart shows that 54% of the total respondants strongly agrees that the training objectives were clear before starting the training and 46 % agrees.

**TABLE 4.6**

**Training contents has met the needs of trainees**

|  |  |  |
| --- | --- | --- |
|  | NO. OF RESPONDANTS | PERCENTAGE |
| STRONGLY AGREE | 44 | 44 |
| AGREE | 52 | 52 |
| NEUTRAL | 4 | 4 |
| DISAGREE | 0 | 0 |
| STRONGLY DISAGREE | 0 | 0 |
| TOTAL | 100 | 100 |

**FIGURE 4.6**

**Training contents has met the needs of trainees**

**INTERPRETATION**

The above chart shows that 44% of the total respondants strongly agrees that the t**raining contents has met the needs of trainees** and 52 % agrees, 2% comes under neutral.

**TABLE 4.7**

**Training and development programs improves individual growth and development**

|  |  |  |
| --- | --- | --- |
|  | NO. OF RESPONDANTS | PERCENTAGE |
| STRONGLY AGREE | 70 | 70 |
| AGREE | 28 | 28 |
| NEUTRAL | 2 | 2 |
| DISAGREE | 0 | 0 |
| STRONGLY DISAGREE | 0 | 0 |
| TOTAL | 100 | 100 |

**FIGURE 4.7**

**Training and development programs improves individual growth and development**

**INTERPRETATION**

The above chart shows that 70% of the total respondants strongly agrees that the **Training and development programs improves individual growth and development** and 28 % agrees, 2% comes under neutral.

**TABLE 4.8**

**Effect of training in reducing the mispractices**

|  |  |  |
| --- | --- | --- |
|  | NO. OF RESPONDANTS | PERCENTAGE |
| STRONGLY AGREE | 66 | 66 |
| AGREE | 35 | 35 |
| NEUTRAL | 1 | 1 |
| DISAGREE | 0 | 0 |
| STRONGLY DISAGREE | 0 | 0 |
| TOTAL | 100 | 100 |

**FIGURE 4.8**

**Effect of training in reducing the mispractices**

**INTERPRETATION**

The above chart shows that 66% of the total respondants strongly agrees that the **Effect of training in reducing the mispractices** and 35% agrees, 1% comes under neutral.

**TABLE 4.9**

Level of satisfaction towards various training programs of organization

|  |  |  |
| --- | --- | --- |
|  | NO. OF RESPONDANTS | PERCENTAGE |
| HIGHLY SATISFIED | 31 | 31 |
| SATISFIED | 65 | 65 |
| NEUTRAL | 2 | 2 |
| DISATISFIED | 0 | 0 |
| HIGHLY DISATISFIED | 2 | 2 |
| TOTAL | 100 | 100 |

**FIGURE 4.9**

Level of satisfaction towards various training programs of organization

**INTERPRETATION**

The above chart shows that 31% of the total respondants are highly satisfied towards the various training programs of organization and 65% satisfied , 2% are highly dissatisfied.

**TABLE 4.10**

**Efficiency of the organisation in providing training programs**

|  |  |  |
| --- | --- | --- |
|  | NO. OF RESPONDANTS | PERCENTAGE |
| EXCELLENT | 54 | 54 |
| GOOD | 43 | 43 |
| NEUTRAL | 3 | 3 |
| FAIR | 0 | 0 |
| POOR | 0 | 0 |
| TOTAL | 100 | 100 |

**FIGURE 4.10**

**Efficiency of the organisation in providing training programs**

**INTERPRETATION**

The above chart shows that 54% of the total respondants are stated that the efficiency of the organisation in providing training programs is excellent and 43 % are stated that good, 3% comes under neutral.

**TABLE 4.11**

**Overall quality and effectiveness of training and development programs**

|  |  |  |
| --- | --- | --- |
|  | NO. OF RESPONDANTS | PERCENTAGE |
| EXCELLENT | 60 | 60 |
| GOOD | 38 | 38 |
| NEUTRAL | 2 | 2 |
| FAIR | 0 | 0 |
| POOR | 0 | 0 |
| TOTAL | 100 | 100 |

**FIGURE 4.11**

**Overall quality and effectiveness of training and development programs**

**INTERPRETATION**

The above chart shows that 60% of the total respondants are stated that the Overall quality and effectiveness of training and development programs is excellent and 38 % are stated that good, 2% comes under neutral.

**TABLE 4.12**

**Purpose to attend the training  programs**

|  |  |  |
| --- | --- | --- |
| RATING | NO. OF RESPONDANTS | PERCENTAGE |
| 1 | 46 | 46 |
| 2 | 32 | 32 |
| 3 | 16 | 16 |
| 4 | 4 | 4 |
| 5 | 2 | 2 |
| TOTAL | 100 | 100 |

**FIGURE 4.12**

**Purpose to attend the training  programs**

**INTERPRETATION**

The above chart shows that 46 % of respondants of the total respondants are highly rated on the motivation as the purpose of attending the training programs and 30 % rated as second.16 % rated as third and 4 % as fourth.

**TABLE 4.13**

**Impact of training and development programs**

|  |  |  |
| --- | --- | --- |
| RATING | NO. OF RESPONDANTS | PERCENTAGE |
| 1 | 48 | 48 |
| 2 | 24 | 24 |
| 3 | 23 | 23 |
| 4 | 5 | 5 |
| 5 | 0 | 0 |
| TOTAL | 100 | 100 |

**FIGURE 4.13**

**INTERPRETATION**

The above chart shows that 48% of respondants of the total respondants are highly rated increase in efficiency as the Impact of training and development programs and 24% rated as second.23% rated as third and 5 % as fourth.

**TABLE 4.14**

**The area of requirement of training in future**

|  |  |  |
| --- | --- | --- |
| RATING | NO. OF RESPONDANTS | PERCENTAGE |
| 1 | 28 | 28 |
| 2 | 25 | 25 |
| 3 | 24 | 24 |
| 4 | 23 | 23 |
| 5 | 0 | 0 |
| TOTAL | 100 | 100 |

**FIGURE 4.14**

**The area of requirement of training in future**

**INTERPRETATION**

The above chart shows that 28% of respondants of the total respondants are highly rated personality development is the area of requirement of training in futureand 25% rated as second.24% rated as third and 23% as fourth.

**TABLE 4.15**

**Outcomes of the training and development programs**

|  |  |  |
| --- | --- | --- |
| RATING | NO. OF RESPONDANTS | PERCENTAGE |
| 1 | 27 | 27 |
| 2 | 26 | 26 |
| 3 | 25 | 25 |
| 4 | 22 | 22 |
| 5 | 0 | 0 |
| TOTAL | 100 | 100 |

**FIGURE 4.15**

**Outcomes of the training and development programs**

**INTERPRETATION**

The above chart shows that 27% of respondants of the total respondants are highly rated Increased efficiency in doing the **job**and 26% rated as second.25% rated as third and 22 % as fourth.

**CHAPTER 5**

**DISCUSSION**

**5.1 INTRODUCTION**

Training and development have resulted in higher employee performance and productivity for the organization.Instructor responses to trainee’s doubt, which promotes learning culture.Employee turnover and absenteeism have reduced as training and development help them to understand their job clearly and provide them with enough skill required to perform a taskTraining and development programs mould employee’s attitudes towards their job and encourage them to perform their job enthusiastically.

**5.2 FINDINGS**

1. Almost all the employees have positive opinion towards the satisfaction level on present training methods which is followed by the company.

2. Training and development programs of the company has positive impact on employees jobs in various ways like, increase in efficiency, lesser errors, high involvement. It helps to create positive results and good work environment in the organization.

3. Most of the employees require training in the areas like personality development, technical training and job oriented training programs. In order to perform more effectively and efficiently.

4. According to the employees the outcomes of the training programs are like this, increase efficiency, updated knowledge, improved interpersonal relation and career development.

5. During the training programs employees are facing various problems like, communication, subject oriented, and timing problems. In order to ensure 100% effectiveness, company has take measures to overcome from these factors.

6. Almost all the employees are very clear about the training programs and its objectives, well before attending training.

7. For most of the employees, training and development program content has met their needs only to some extent.

8. Most of the employees have attended training and development programs to upgrade their skills and knowledge levels.

**5.3 SUGGESTIONS**

1. The organization has to concentrate more on employees who are not satisfied with the present training methods; they have to be counseled to know their reasons for not being satisfied. So that effectiveness can be achieved.

2. The identification of the training needs should be done in view of fast changing technology, management practices and infrastructure.

3. A standard measures before and after each training program on level of knowledge, skills, attitudes and behavior. Will help to measure its effectiveness more accurately.

4. The company has to ask its employees to suggest types of trainings which they think is more helpful in achieving the organizational goals.

5. Train the employees in all areas like personality development, technical training, standard operating procedures and etc. with that they can handle multi tasks and balance their pressures

6. Employee’s performance level should be considered for selecting employees for training programs.

7. Evaluation of training programs should be done regularly to keep a check on the limitations and drawbacks. And ensure the success of training programs.

**5.4 LIMITATIONS**

* There was only minimal or restricted access to the company records.
* During the working hours the employee availability for the survey was limited.
* There is a possibility that the study may not be free from personal bias.
* Some of the employees were a bit reluctant to disclose much information about the Training System due to fear of apraisal..

**CHAPTER 6**

**CONCLUSION**

**CONCLUSION**

From the study it can concluded that organisation is providing training to workers effectively but still it can make it more effective by increasing duration of training programme and inviting expert from outsider to train employees. This will help to make employees more serious about training. More flexibility should be given to employees, which help them to raise their questions to the trainer. The workers satisfied the way programme is conducted by the company. The training programme helps to increasing the knowledge, skill, and ability. For the training session candidates should selected as per need analysis it will provide opportunity every employee who really in need of training. This will benefit both organization and employees.

The training and development program adopted in Dhanya hospital mainly concentrated on areas like quality aspects, job oriented trainings, technical skills and knowledge. Most of the respondents rated as good and excellent towards the overall quality and effectiveness of the training and development programs and satisfied with the present training methods. The company also has to concentrate on small percentage of respondents who are not satisfied with training programs and whom it has not helped to overcome from their short comings or work related problems. Finally the training and development programs provided by the organistion are found to be effective, credible and commendable, which can be improved further.

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**APPENDIX**

**QUESTIONNAIRE**

A Study on the Effectiveness of Training and Development with reference to Dhanya Mission Hospital

I, Nayana Mathew, MBA student at Naipunnya Business School, am conducting a study on the effectiveness of training and development with reference to Dhanya Mission Hospital,Potta.

The responses provided by you will be kept confidential and will only be used for research purposes.

I would appreciate your assistance in this matter.

Department

\*

* Front office
* Pharmacy
* Accounts
* Laboratory
* Emergency
* Nursing
* Public relations
* Others

Designation

\*

* Nurse
* OP staff
* Office staff
* Paramedical staff
* Technical staff
* Others

Gender

\*

* Male
* Female

Age

\*

* 18-30
* 31-45
* 46-60

Training objectives were made clear before starting the training

* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

Training contents has met the needs of trainees

* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

Training and development programs improves individual growth and development

* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

Effect of training in reducing the mispractices

* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

Training objectives were made clear before starting the training

* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

Training contents has met the needs of trainees

* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

Training and development programs improves individual growth and development

* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

Effect of training in reducing the mispractices

* Strongly agree
* Agree
* Neutral
* Disagree
* Strongly disagree

Level of satisfaction towards various training programs of organization

\*

* Highly satisfied
* Satisfied
* Neutral
* Disatisfied
* Highly disatisfied

\*

Efficiency of the organisation in providing training programs

* Excellent
* Good
* Neutral
* Fair
* Poor

Overall quality and effectiveness of training and development programs

* Excellent
* Good
* Neutral
* Fair
* Poor

Efficiency of the organisation in providing training programs

* Excellent
* Good
* Neutral
* Fair
* Poor

Overall quality and effectiveness of training and development programs

* Excellent
* Good
* Neutral
* Fair
* Poor

Purpose to attend the training programs

\*

1 2 3 4 5

* Motivation
* Improving skills and knowledge
* Promotion and salary benefits
* Because of compulsion

\*

1 2 3 4 5

* Increase in efficiency
* Less errors
* High involvement
* No changes

The area of requirement of training in future

\*

1 2 3 4 5

* Personality development
* Technical training
* Quality aspects
* Job oriented training

Outcomes of the training and development programs

\*

1 2 3 4 5

* Increased efficiency in doing the job
* Imroved interpersonal relationships
* Updated knowledge about job
* Carrer development