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**TRAINING NEEDS IDENTIFICATION OF GENERAL
ADMINISTRATIVE STAFF – A CASE STUDY OF A HEALTH CARE
ORGANIZATION**

Dr. V.Rama Devi (Corresponding author)

Professor, KLU Business School
KL University
Vaddeswaram, Guntur (dt.)
Andhra pradesh

V. Sri Lakshmi Sravya Durga, (MBA)

KLU Business school
KL University
Vaddeswaram, Guntur (dt.)
Andhra pradesh

ABSTRACT

Human capital is the differentiator between a good company and a great company. Effective training and development is an investment in the human resources of an organization, with both immediate and long-range returns. Training and development ultimately upgrade not only the performance graph employees but also of the organization. The delivery of valuable health care depends on an expanding team of trained health care professionals. As people are critical assets for the organization, the development of this asset is essential for the continued health and prosperity of the organization. The training needs assessment is a critical activity for the training and development function. It is against this backdrop, the paper is addressed to study training needs identification of general administrative staff in a Health care organization. The data is collected using structured questionnaire from a sample of 100 respondents. The results indicated that the administrative staff perceived that they have better job knowledge followed by patient care skill. The mean scores of personal bearing, planning & execution, interest in learning, people skills, team spirit are also pretty high. Whereas the mean score of the leadership skills as perceived by the administrative staff is the least followed by communication skills.

Key words: *Human capital, Health care, Training needs assessment, Training and development.*

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1. INTRODUCTION

Effective training and development is an investment in the human resources of an organization, with both immediate and long-range returns. Training and development ultimately upgrade not only the performance graph employees but also of the organization. The training needs assessment is a critical activity for the training and development function. The health care industry is one of the world's largest and fastest-growing industries. There is increasing acceptance of the idea that value is the key to success for practically all organizations, including health care organizations. Proponents of this idea emphasize that only the delivery of superior value can create customer loyalty, and only loyalty can optimize profitability. Promising value is what attracts customers and delivering value, is what keeps them coming back. The delivery of valuable health care depends on an expanding interdisciplinary team of trained health care professionals. It is against this backdrop the paper is addressed to study training needs identification of general administrative staff in a Health care organization.

2. SIGNIFICANCE OF TRAINING

With the increasing demand for improved productivity and quality of service in organizations, strategies for improving the work performance of personnel have become increasingly important.

If an organization's greatest asset is its people, then the development of this asset is critical to the continued health of the organization. The need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less apparent.

Thus the role

played by staff training and development can no longer be over-emphasized.

3. HEALTH CARE INDUSTRY IN INDIA

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The rate of growth of the health care industry in India is moving ahead neck to neck with the pharmaceutical industry and the software industry of the country. Till date, approximately 12% of the scope offered by the health care industry in India has been tapped. The health care industry in India is reckoned to be the engine of the economy in the years to come. Health care industry in India is worth \$17 billion and is anticipated to grow by 13% every year. The health care sector encompasses health care instruments, health care in the retail market, hospitals enrolled to the hospital networks etc. Healthcare is one of India's largest sectors, in terms of revenue and employment, and the sector is expanding rapidly. Today the total value of the sector is more than \$34 billion. This translates to \$34 per capita, or roughly 6% of GDP. By 2012, India's healthcare sector is projected to grow to nearly \$40 billion.

4. LITERATURE REVIEW

The increasing interest firms have been showing over recent years in employees and in practices related to their management, especially training, can be explained by the fact that human resources and organizational knowledge are, at present two of the main sources of sustainable competitive advantages for the business organizations (Sanchez et al., 2003). Prayag (2009) argues that though no exact estimates are available, the India's training industry, imparting both technical and non-technical knowledge, is now worth around Rs.5000-6000 crores.

One of the clearest explanations of needs assessment is given by Anderson J.E (2000), who writes that the needs assessment is the starting point in the training process. It is the phase in which an organization's needs are identified, forming the foundation of an effective training effort. The needs assessment tells where and what kind of training programs are needed, who needs to be included, conditions under which training will occur, and criteria to guide program evaluation.. There are a few terms that can be used to refer to the process of identification of training needs. The most common terms are either training needs analysis (TNA) or Training Needs Assessment. According to Kaufman, the purposes of needs assessment were three-fold - to identify performance gaps, to prioritize them and to address the most important ones. Needs

analysis, on the other hand, was the process adopted to investigate the reasons for the gaps. (Holton, E. et al, 2000).

Training needs analysis is the first step in a cyclical process which contributes to the overall training and educational strategy of staff in an organization or a professional group. The cycle starts with a systematic consultation to identify the learning needs of the population considered, followed by course planning, delivery and evaluation. Although much has been written about training needs analysis in relation to post-registration nursing education, there is disagreement concerning its impact on the training cycle and its potential to influence service delivery. The nursing databases identified 266 works. Twenty three (8.6%) presented empirical findings relating to post-registration nursing education in which assessment of training needs was presented as the major aim. Most of these accounts were concerned with the training needs of nurses in more than one organization and were classified as macro-level training needs analysis. However, seven studies were concerned with a single, specific organization (micro-level training needs analysis). Despite their smaller scale and more limited scope, micro-level training needs initiatives demonstrated greater methodological rigour, were more likely to consider the stakeholder perspective, to generate findings which could positively influence the rest of the training cycle and showed the greatest potential for influencing service delivery and quality of patient care (Gould D. Kelly and White I, Chidgey (2004).

5. OBJECTIVES OF THE STUDY

1. To study the importance of training and development in the organizations.
2. To understand the significance of training needs assessment.
3. To identify training needs of general administrative staff in a health care organization.

6. METHODOLOGY

A sample of 100 general administrative staff from 7 departments was selected using stratified random sampling method. Primary data was collected through survey using structured questionnaire prepared on the basis of performance appraisal report used by the organization.

Secondary data was collected from different research articles from journals, magazines, web-sites, etc.

7. RESULTS OF THE STUDY

7.1 Job Knowledge

Generally employees vary with regard to how accurately they understand the critical function of their jobs. How workers perceive the requirements associated with their jobs and the value of performing those jobs can provide key information to human resource practitioners. Such knowledge can aid in several human resource functions, including job redesign, job evaluation, training needs and performance management.

The employees can perform their job effectively when they have good knowledge of their job. Job knowledge included professional knowledge and documentation knowledge. It is observed that 58% of the respondents perceived that their job knowledge is very good. Whereas 34% of the respondents feel that their job knowledge is good/satisfactory. This indicates some scope for training to give inputs about the job so that their performance can further improve and the organization can optimally utilize the human resources and improve the productivity.

7.2 Patient Care

In health care industry the utmost priority is patient care. Any employee in health care should consider this and has to possess good skills of patient care. Patient care skill includes different dimensions like Polite and being pleasant with the patient, Responsibility & Accountability, Handling emergencies, Adherence to Doctor Order, etc.

On a positive note it is observed that 69% of the respondents feel that they understand, appreciate the importance of patient care and do have very good skill in that area. Still 23% of the respondents fall in other category where their level of patient care skill is good/satisfactory. On the march to excellence even a small grey area also has to be identified by the hospital authorities and necessary steps should be undertaken.

7.3 Planning & execution skills

In order to perform more effectively, the staff requires good planning & execution skills. They need to have good organizing skills and time management skills. 39% of the respondents perceive themselves having very good planning & execution skills. Still 56% of the respondents fall in the category where they feel that their level of planning & execution skill is good. Only 3% of the respondents feel that they plan and execute things in an excellent manner.

7.4 Interest in learning

Learning is a continuous process. People who are enthusiastic and take initiative to learn will excel in life. The same thing holds good even for the staff. If they take active participation in the academic programs organized and are keen to learn they will equip themselves better with requisite knowledge and skills. 47%- 48% of the respondents feel that they take good/very good initiative in learning process and. If the employees are enthusiastic learners, it is a good sign for the organization.

7.5 Communication skills

Communication skills play a major role to the Hospital staff. Hospitals must deal with people from different nationalities, from different regions with different languages. The administrative staff have to interact with the patients, patient's attendants, doctors and other employees of the organization. Majority (80%) of the respondents feel that they have good communication skills. whereas 13 % of them are satisfactory with their communication skills. There is some gap in communication skills and this area needs some attention.

7.6 Personal bearing

It includes different dimensions like dress code, positive attitude, punctuality & discipline, friendly & approachable. Personal bearing is very important for every employee working in healthcare sector. A noteworthy observation is that majority i.e 74% of the respondents feels

that they are very good in this area and 26% of the respondents feel that they have good personal bearing.

7.7 Team spirit

Team spirit improves hospital productivity. The dimensions that are included in the study under team spirit are working as a team member, maintaining good relations with colleagues, should have ability and willingness to assist others and encourage collaboration of fellow employees to achieve results. The respondents feel that they are good/ very good team members.

7.8 People skills

People who will come to the hospital have different personality types. People who interact positively with others at all levels are known to have good people skills. People skills include interacting with people, displaying confidence in others abilities & talents, networking with others, recognize & rewarding people for doing their best and constructively receive criticism & suggestions from others. 55% of the respondents feel that they have very good people skills and 45% of the respondents feel that they have good people skills.

7.9 Leadership skills

In an organization, staff should have some leadership skills. They will be working as team members and team leaders. They should be in a position to give others constructive feedback , able to align manpower, design work, and allocate tasks to achieve goals , empower others to achieve results and hold them accountable for actions and motivate others in order to reach organizational goals. 86% of the respondents feel that they have good leadership skills. 12% of the respondents feel that they are very good.

TABLE 1

MEAN SCORES OF SKILLS/KNOWLEDGE

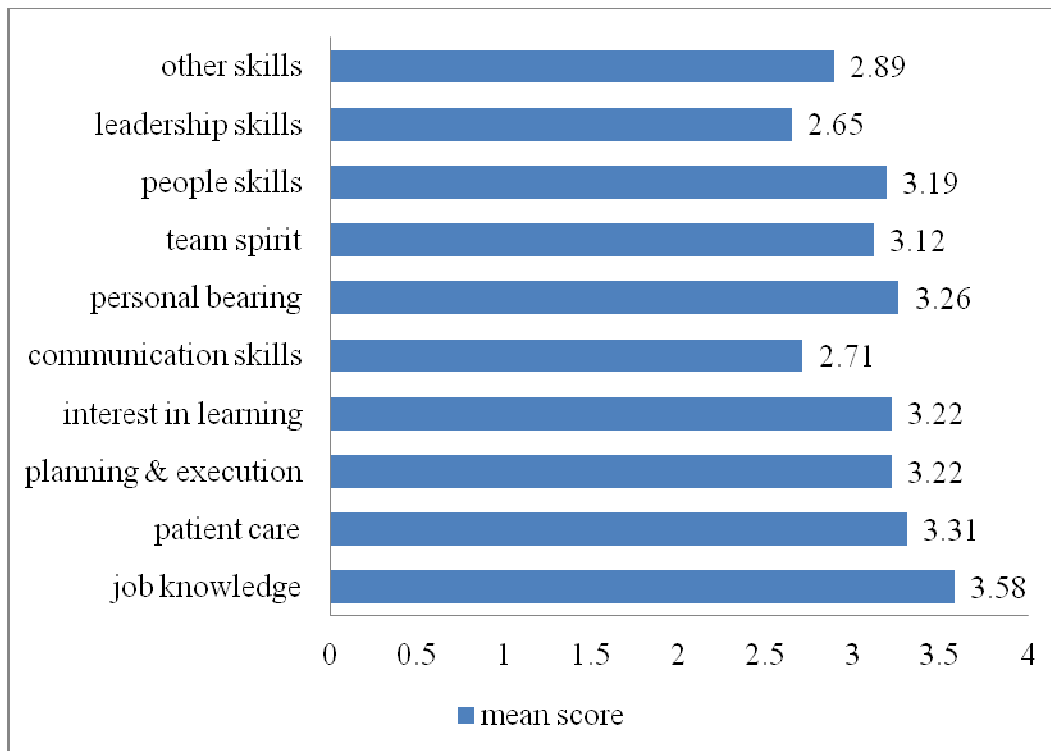
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S.no	Type of skill	Mean score
1	Job knowledge	3.58
2	Patient care	3.31
3	Planning & execution	3.22
4	Interest in learning	3.22
5	Communication skills	2.71
6	Personal bearing	3.26
7	Team spirit	3.12
8	People skills	3.19
9	Leadership skills	2.65
10	Other skills	2.89

MEAN SCORES OF DIFFERENT SKILLS/KNOWLEDGE



The graph reveals that the mean score of job knowledge is maximum with 3.58 score followed by patient care skill with 3.31 score. It implies that, of all the skills, the administrative staff perceive that they have better job knowledge followed by patient care skill. The mean scores of personal bearing, planning & execution, interest in learning, people skills, team spirit are also pretty high. Whereas the mean score of the leadership skills as perceived by the administrative staff is the least with 2.65 score followed by communication skills and other skills. This indicates

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that more priority has to be given to these areas in training in order to improve the productivity of the employees.

8 Conclusion

Training helps the employees to equip themselves with better knowledge and skills. The training needs for the nurses have to be properly identified and they could be sent to some workshops and increase their awareness on the new updates in the technology in the field of medicine. They should also be trained internally. There should not be any compromise in the quality of services to be provided to the patients as the health care organizations deal with the valuable life of the people and the need for trained professionals in health care sector can hardly be overemphasized.

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