## CHAPTER 1
### INTRODUCTION

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1.1 Title of the research study:
“A comparative study of employee training and development practices of selected public and private hospitals in PCMC area.”

1.2 Introduction to the study:
Hospitals are the social systems, which combine science, people and technology and are form on the basis of mutual interests. Human resources have been described as “The heart of the health system in any country”. Human resource development in the hospital is directed by various physical and psychological factors. Modern researches have proved that not only fine materials, sophisticated technology, good working conditions make for progress and effectiveness of an organization but employees motivation, performance, abilities and skills plays a crucial role in determining the effectiveness of organization.

In modern hospitals, different categories of staff work in different capacities. The doctors, the nursing staff, different types of technicians, management personnel contribute substantially to the smooth functioning of the hospital. Hospital employees are supposed to work with the single motto of making available to the patients, the services upto their expectations. In hospital, employees have to work in different conditions and make use of different type of technology.

Ulrich (1998)¹ suggests that environmental and contextual changes such as globalization, technology, profitability through growth, intellectual capital and continuous change; present a number of competitive challenges to organizations that mean that HR has to be involved in helping to build new capabilities.

As multidimensional changes are occurring in the medical sciences in addition to the changes in the behavior profile of patients, management personnel and human resources in the hospital is given due weightage. Hospitals need sophisticated technologies and skilled personnel for a good patient care. It is difficult to offer quality healthcare services to patients because of unavailability of professionally sound, technically skilled and personally committed personnel in hospital. Strong educational efforts, employee training and development practices benefits hospital in various ways.

Professionally sound personnel bear the efficacy of offering quality health care services. Training and development program provides an opportunity to become professionally a high performer. An attempt is planned in this research to study employee training and development practices with reference to some selected public and private hospitals in Pimpri Chinchwad Municipality Corporation Area.

1.3 Background of the study:
Hospitals need to deal with improving the patient experience as a long term strategic goal that leads to continued growth. Improvement in patient experience and satisfaction in healthcare organizations is important for future survival. The speed at which change is occurring, the availability of technology needed to deliver quality care, and the expertise and style of health care resource management available may also influence quality. In the relationship between human resource management and performance, Guest et al. (2000b) modeled that the HR strategy, HR practices and HR effectiveness are interrelated and it impacts on quality of goods and services, productivity and performance.

Entry-level knowledge, skills and understandings of hospital employees are affected by the quality of the basic educational system, the links between the health education and hospital industry and the extent to which the educational system promotes continuing learning skills. The ability of the existing employees to acquire new skills may also be limited as they need support from management to carry out further education and training.

The hospitals are focusing towards patient safety and care by creating skilled professionals. A significant competitive growth strategy will lead to higher quality care, more satisfied staff, fewer preventable medical mistakes, fewer malpractice, law suits and an improved financial bottom line. Performance of health care personnel depends on the environment in the hospital and the management whether they provide training programs for employees or not. Hospitals need to improve the quality of the care provided and maintain the depth of health service coverage. Most of the multispecialty hospitals are introducing changes in healthcare delivery system as per technological changes and growing expectations of quality.

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Thus, training and development of hospital employees plays an important role in ensuring and improving the quality of health services provided in both the public and private sectors. Healthcare providers have to provide advance training to hospital employees who demands high skills, positive attitudes, greater knowledge and ideal behaviour as a part of the process of health services delivery. The training programs should be arranged according to the pattern in which hospital is structured, the number and departmentwise types of hospital employees available. This can influence the quality of the services delivered. The hospital effort spent on improving employees through training and development programs will assist the employees to participate with greater degree of independence, self confidence, positive attitude and strong commitment on work. This will help to develop better relationships among the work groups and attain a higher level of job satisfaction.

1.4 Human resource management:
Human resource management is concerned with employees both as individuals and as a group in attaining goals. It is also concerned with behavior, emotional and social aspects of personnel. It is concerned with the development of human resources i.e., knowledge, capability, skill, potentialities and attaining and attending employee goals, including job satisfaction.

Human resource management is pervasive in nature; it is concerned with the management of human resources of an organization consisting of all individuals engaged in any of the organizations activities at any level. HRM covers all levels i.e. low, middle and top and categories of employees such as unskilled, semiskilled, skilled, technical, professional, clerical, managerial and non managerial. It covers both organized and unorganized employees.

Armstrong and Michael (2000)\(^3\) stated that human resource management is a strategic and coherent approach to the management of an organization’s most valued assets - the people working there, who individually and collectively contribute to the achievement of its goals. Quality care begins with human resource management. It provides attention to functions such as staffing, training, appraisal and compensation to ensure fit with organization’s goals: if goals change, function need to change.

Human resource management applies to the employees in all types of organizations in the world such as industry, trade, service, commerce, economic, social, religious, political and government departments. Thus it is common in all types of organizations. Human resource management is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training and assessment and rewarding of employees, while also managing organizational leadership and culture and ensuring compliance with employment and labor laws.

HRM is a process of bringing an organization and its employees together so that the individual and organizational goals are met. HRM is development oriented. It lays stress on the development of employee’s potential, capacity, interest and their personality. HRM is a continuing and never ending process. It is constant function of organization whether be it an industry or a hospital. Human resource management is both a science as well as an art. It is a science because it consists of well-recognized body of knowledge, principles and techniques. It is an art because it deals with human beings, popularly called social animals that have feelings and emotions. It requires knowledge, tact and presence of mind to effectively deal with human beings i.e. the people at work.

The HRM model was developed by the American Society for Training and Development (ASTD)\textsuperscript{4}. The output of this model is quality of work life, productivity and readiness for change. In HRM model ASTD identified nine Human resource areas such as:

1. Training and Development
2. Organization and Development
3. Organization / Job design
5. Selection and Staffing
6. Personnel Research and Information Systems
7. Compensation / Benefits
8. Employee Assistance
9. Union / Labour Relations

Human resource management contributes to the creation of sound organizational climate characterized by opportunities for growth, fair distribution of work, reward and harmonious relationship. The importance of human resource management has increased these days because management can achieve the organizational objectives only with the co-operation of the people working in the organization.

HRM roles include:

a. To apply quality and productivity principles to improve HRM function.

b. To make consistent, clear, complementary and synergistic policies

c. To facilitate implementation of quality and productivity interventions

Every organization is made up of human resources, acquiring their services, developing their skills, motivating them to high levels of performance. Employee commitment to the organization and employee retention is essential to achieve the organizational objectives, since HRM is concerned with the “people” dimension in management. Maintaining good people are critical to the success of every organization whether profit or non profit, public or private.

Pinnington et al., (2000)\(^5\) mentioned that human resource management play important role in both the private and public sectors. In the private sector, if the employer fails to manage the human resource well enough to compete successfully in the market-place, then ultimately the business will fail. The company may decline slowly where competition is weak or it may become rapidly bankrupt where competition is strong. The public sector, likewise, has an interest in effective management of employees and standards. Quality of public-sector services are highly dependent on employee’s motivation, skills, and service orientation.

Human resource management strategies aim to support programs for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management. According to Cappelli and Crocker (1996)\(^6\) ‘Distinctive human resource practices shape the core competencies that determine how firms compete’.


\(^6\) Cappelli, p and Crocker-Hefter, A (1996). Distinctive Human resources are firms’ core competencies, *Organizational Dynamics*, winter, pp. 7 -22
Human resource management refers to the practices and policies needed to carry out the personnel aspects of management. These include:

a. Analyzing jobs  
b. Planning manpower needs and recruiting competent people  
c. Selecting best people  
d. Appraising performance and potential on ongoing basis  
e. Socializing, training and developing people  
f. Managing compensation  
g. Communicating  
h. Building employee commitment and so on so forth.

HRM, therefore, is about effective management of the employment relationship and applies to management activity in all organizational settings; even unpaid and voluntary work. Human Resource Management is a new way of thinking about how people should be managed as employees in a workplace. Human resources occupy, more than ever, the center stage of all economic activities. It is alarming time for all those organizations that wish to be successful in global markets to gear up and implement desired change in their prevailing human resource management practices and control their human resources along with the other resources. Also to become more flexible and innovative, organizations need to adopt new ways of attracting, retaining and motivating employees who are keen to learn and can contribute to the growth and development of the organization.

In an increasingly competitive market, survival and prosperity of business will depend critically on the ways an organization manages its resources especially the human resources. Suri and Chhabra (2001)\(^7\) concluded that, management can never accomplish organizational objectives without the efficient use of human resources. Therefore, creating and maintaining a motivated workforce is the central responsibility of management everywhere. The study of HR practices and activities gives the extent of success or failures of policies and practices.

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Chang (2005)\textsuperscript{8} stated that a HRM bundle includes diverse practices such as training, sharing information, employment security, performance based compensation, employee participation, and ensuring employees’ well-being. According to Mamoraia and Gankar (2001)\textsuperscript{9}, research of human resource management provides an understanding of practices, policies that are successful and those which are not, what changes are necessary and in what area. Management needs information on employee job satisfaction in order to make sound decisions, both in preventing and solving employee problems.

Job satisfaction is the satisfaction one feels while doing the job. The topic of job satisfaction at work is getting wider attention at this time. In fact no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs.

Job satisfaction is a complex and important concept for human resource managers to understand most employees do not believe their work is being properly rewarded. Nor do they believe that their companies are doing enough to attract high quality performers, train them, or manage them effectively. Newstorm John and Keith Davis (1999)\textsuperscript{10} suggested that a typical method used to obtain information on employee job satisfaction is a job satisfaction survey. It is procedure by which employees report their feelings towards their jobs and work environment.

Today human resource managers want to know how to have satisfied employees, not why employees should be satisfied. Organizational features can affect how staff views their quality of work life. Determining staff perceptions about quality of work life is an important consideration for employers interested in improving employee job satisfaction.

\textbf{1.4.1 Human resource management in hospitals:}

Hospital organization presents a number of unique human resources management challenges. Managing human resources is the real challenge of hospital managers. The hospital is an institution dedicated to the attention of human suffering, the treatment of human ailments and the


promotion of general health of the community, has to take care of the welfare of those who run it, i.e. its personnel.

Every individual engaged in the particular service of promoting the cause and mission of a hospital is a very important link in its overall chain, be he a skilled surgeon or an unskilled sweeper. The lower rungs of hospital staff should never be bracketed as ‘labour’ in trade union terms. They should be, in fact, considered as essential to hospital functioning as a physician or a staff nurse. Governing boards and administrators of industries as well as of hospitals in advanced countries like the USA, Canada, UK, Germany and Japan became conscious of the importance of human resource management long ago. But in India, the governing boards and administrators in industries alone have realized its importance.

Human resource management can no longer be done by intuition or guess. The socialistic pattern of society, the initiation of involvement by the State and the overall idea of a Welfare State must make the alert manager recognize the importance of human relations and his actions must result in social justice. Recent trends indicate that employees can no longer be viewed as a commodity.

The human resource manager in hospitals must be familiar with the relevant findings of the behavioral sciences. Employees today are more progressive in their outlook. It is essential to motivate employees in the right direction, to develop their morale and contribute to happier management-employee relations. They are better organized today through trade unions. The human resource manager in hospitals should be aware of the contributions made towards it by psychology, business management and sociology, besides being familiar with the labour laws of the land.

Human resource management is staff function through which managers recruit, select, train, and develop their employees and develop the organization as well. So it totally depends the way in which the personnel are recruited, selected, trained, developed and utilized by management largely determines whether the organization achieve its objectives or not.

S. M. Jha (2001)\(^{11}\) stated that to bring efficiency in the function of a hospital by proper employee selection, training and control is very important. Employee selection, training and control require

special skills, time and effort which cannot, usually be provided by the person charged with the general administration work of the hospital. The increasing size of hospitals has made impossible the continuance of the employee-employer relationship in which employee and employer worked side by side, knew each other as individuals and understood mutual problems. In small hospitals such a relationship is still possible. In big hospitals, supervisors have been introduced to function as links between administration and employees; but in most cases, these supervisors are only interested in getting the work done and are in need of training in the human relationships which are involved in their own work situation.

During the last quarter-century, numerous labour legislations, imposing legal restrictions on employment in hospitals, have been passed. It is, therefore, essential that a human resource manager well versed in the labour laws can be of immense service. The increasing complexity of the various problems in dealing with employee relations demands a specially trained individual who can give these problems continued attention so that desirable working relationships may be established among all employees of the hospital.

There is a belief that hospital employees are not usually unionized because they are working, in most of the cases, with missionaries and charitable bodies. They too become dedicated and do not charter their demands like the employees of industries through their union leaders. But this is not wholly true as most of the hospitals today have unions to fight against poor working conditions, low salary scales and allowances and few fringe benefits prevailing in hospitals in comparison with those in industries. These factors acquire even more significance when we recognize that hospital personnel are not dealing with machines and tools, but with human beings. The rising cost of hospital care has an implication for hospitals similar to that of rising production costs in industry. It is essential that unit costs of operation be re-examined to ensure optimum performance by each employee.

The employees must be given adequate training and provided with the necessary tools for satisfactory work. They must be given proper guidance and their working conditions must be congenial. All this requires skill in selection, training, planning workloads, motivation and supervision. It is very important for the governing board and administrators of government and voluntary hospitals to adopt human resource management as a part of hospital administration.
Hospital employees are surrounded by human beings on all four sides, while an industrial employee is surrounded by human beings from two sides and by machines and products from the remaining two sides. Thus, the significance of employee contact with human beings in the hospital is greater than in other occupational areas. This is particularly so because a considerable number of the individuals with whom the hospital employees have to deal, are under more than average stress. According to R. C. Goyal (2006)\textsuperscript{12}, there is difference in environmental factor surrounding a hospital employee and industrial employee. The human beings, with whom industrial employees are brought in contact with, belong to machines, tools, products, supervisor and management.

**Figure: 1.1 Environmental factors surrounding a hospital employee.**

These factors acquire even more significance as hospital personnel not dealing with machines and tools, but with human beings. The human beings, with whom these employees are brought in contact with, belong to four groups: management, medical staff, patients and visitors. Their dealings with each of these four groups involve a wide range of interpersonal relationships. Unless these relationships are of a positive nature, it is likely to affect the functioning of a hospital. No doubt the human factor is significant in the industrial field also, but it assumes to priority in the working of a hospital employee. A patient’s reaction to his physical and mental conditions may not be the same as that of a healthy person.

Members of the medical staff may be working under stress due to the serious conditions of their patients. These are conditions little known to professionals in industrial organizations. Hospital

employees must be given adequate training in the professional skills necessary to perform their daily tasks. They must also be trained in the art of getting along with people who are sick and worried. Therefore it is evident that human resource management in hospitals involves more complexities that that in the average industrial situation.

1.5 Human resource development:

Human resource development is the main function of human resource management. Human Resource Development (HRD) is a process that helps employees of an organization to improve their functional capabilities for their present and future roles, to develop their general capabilities to harness their inner potentialities, both for their self and organizational development and for developing organizational culture in order to sustain harmonious superior and subordinate relationship, teamwork, motivation, sense of belonging, etc. HRD encompasses a wide range of subjects such as health care, nutrition, population control, education and training.

Frederick and Charles (1964) defined HRD as, "The process of increasing the knowledge, the skills, and the capacities of all the people in a society. In economic terms, it could be described as the accumulation of human capital and its effective investment in the development of an economy.

In political terms, human resources development prepares people for adult participation in political processes, particularly as citizens in a democracy. From the social and cultural points of view, the development of human resources helps people to lead fuller and richer lives, less bound by tradition. In short, the processes of human resources development unlock the door to modernization."

The need of human resources development is essential as in any economic activity it is the human element that commands, directs, organizes, controls and maximizes the factors of production. The quality of people appropriate to the particular level and complexities of the activity determines how well or poorly, these tasks are accomplished. Human resource development makes efforts in training and development of employees in the form of education and development programs.

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Every organization has the responsibility to develop its human resources if it wants to remain operational and grow further. In the modern times, human resource development is the major task for any organization. Its survival and growth depend on human resource development. Organizations have now realized that employees are human beings and if their talent is developed, they can be of immense help.

This is also known as organization development (OD). The objectives of organization development are as follows:

a. To develop capabilities of all individuals working in an organization in relation to their present role
b. To develop capabilities of all such individuals in relation to their future roles
c. To develop better interpersonal and employer-employee relationships in an organization
d. To develop team spirit
e. To develop coordination among different units of an organization
f. To develop organizational health by continuous renewal of individual capabilities according to technological changes.

This is the reason that the employees in scientifically and professionally managed organizations are being helped in a continuous and planned way so that they can acquire capabilities required to perform various functions associated with their present or future roles, develop their inner potentials for their own as well as organizational development processes and also develop an organizational process and culture in which human relations are better.

More emphasis is laid on teamwork which leads to professional well-being, motivation and instill a sense of pride in the employees. Individual development plan would help in monitoring and educating hospital employees.

During this decade, “Continuous learning” has become one of the most frequently heard terms in training circles. This is maybe a quick response to the increasingly globalization and rapid changes under-way in modern societies. It is worth to provide highest importance on the development of Human Capital; the knowledge, skills and motivation of human resources.
1.5.1 Benefits of Human Resource Development:

Human resource development (HRD) is concerned with the provision of learning and development opportunities that support the achievement of business strategies and improvement of organizational, team and individual performance. Klatt and his colleagues (1985)\textsuperscript{14} reported that it has been estimated that “An engineer’s knowledge of his or her field is cut in half every 10 years because of the advancement of the field-unless he or she continues to work”. Human Resource Development (HRD) plays a critical role in creating and sustaining high performance organizations. HRD also focuses on knowledge management; Scarborough et al. (1999)\textsuperscript{15} defined it as a process and practice of creating, acquiring, capturing, sharing and using knowledge wherever it resides, to enhance learning and performance in organizations’.

A large percentage of the operating budgets of NGOs and Ministries of Health are devoted to staff salaries and wages. In an era of health sector reform, HRD issues must be addressed if organizations are to successfully manage decentralization, public/private partnerships, downsizing and expansion, as well as the drive toward organizational sustainability. As more and more NGOs and government organizations face these challenges, they are looking for HRD technical assistance and support. Some of the benefits of Human Resource Development are as follows:

a. Systematic planning to support organizational mission. Increased capacity to achieve the organization’s goals
b. Clear definition of each employee’s work responsibilities and link to organization mission
c. Greater equity between compensation and level of responsibility
d. Defined levels of supervision and management support
e. Increased level of performance and efficient utilization of employees skills and knowledge
f. Cost savings through improved efficiency and productivity
g. Increased ability to manage change


1.6 Training and development:
Training and Development (T & D) is an important phase in human resources management. Employees may become obsolete or rustic if they do not update themselves with new work methods, skills and knowledge about their work, the organization and the environment. The entire organization may also become rustic and obsolete if it lacks a systematic means of continually developing and renewing organizational capabilities. Training and development activities are planned programs of both individual and organizational improvement. Quality personnel benefit an organization in many ways.

Training is planned organizational efforts or activities concerned with helping an employee acquire specific and immediately usable skills, knowledge, concepts, attitudes and behavior to enable him or her perform efficiently and effectively on his present job. Noe et al., (2006) referred training as a planned effort facilitates the learning of job-related knowledge, skill and behavior by employee.” Mathis and Jackson (1982) stated that training is related to improving upon the present job experience.

Klatt et al, (1985) said that training is concerned with technical/manual skills to non-managerial staff. Development, on the other hand, is planned activities which focus on increasing and enlarging the capabilities of employees so that they can successfully handle greater and/or assume higher positions in the organizations hierarchy to better handle current responsibilities.

Development usually focuses on improving the conceptual skills, the intellectual skills and abilities needed to handle complex situations and do a better job. Development is therefore, not only “person-oriented”, but it also focuses on supervisory and managerial personnel. This does not imply that these higher-level personnel do not involve themselves in training activities.

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Training and development, however, are geared toward improving upon workers’ performance with the ultimate aim of achieving set organizational goals.

Difference between training and development is as follows:

a. Training is planned by others; Development is planned by self
b. Training is planned for others; Development is planned for self
c. Training is planned for a specific reason; Development is planned for more generic reasons.

1.6.1 Training and development of hospital employees:

A Hospital is a place where Patients come up for general diseases. The most important asset of a hospital is the people who work there. Employees, whether they are the hospital’s security guards, lab technicians, nurses or even physicians, are responsible for carrying out the hospital’s duty to care for patients. Among the core activities of HRM, training and development are important.

Training frequently refers to on the job training or short course training. While education usually refers to more formal and long term training. At present, nonacademic public hospitals in many countries serve as training sites for health personnel both at undergraduate and postgraduate levels. The Hospital Authority plays a pivotal role in designing, organizing and delivery of training courses. Cost is not a concern for the provision of training services. Systematic needs assessments and evaluation of learning achievements and impacts on performance of personnel and hospitals are employed to guide the process.

Hospitals provide facilities like:-

1. Consultation by Doctors on Diseases.
2. Diagnosis for diseases.
3. Providing treatment facility.
4. Facility for admitting Patients (providing beds, nursing, medicines etc.)
5. Immunization for Patients/Children.

Almost all workers wish to contribute to the hospital’s productivity and toward the achievement of its goals; however the main obstacles to their endeavors may be lack of knowledge,
insufficient training, and failures of process. Any country wishing to train its own doctors will need one or more teaching hospitals.

Puzin (1996)\textsuperscript{19} suggested that the number of doctors a country needs will be influenced by its level of development, resources and personnel structure. Many tertiary referral hospitals in developing countries are associated with universities and medical schools and may, therefore, also be regarded as teaching hospitals. WHOSIS (2004)\textsuperscript{20} reported that many countries will aim for a ratio of at least 2 doctors per 1,000 populations, though most developing countries have 0.05 to 1.0 doctors per 1,000.

Human Resources Department in hospital can assist in the effective management of these “Human resources” by attracting and maintaining employees, providing the resources needed for them to successfully accomplish their assignments and to facilitate positive employee-employer relations.

The HR department in hospitals must conduct staff training such as:

1) Entry training / New-hire training / orientation training
2) Job training
3) On-going training / continuing education
4) Training for promotion
5) Refresher training

New-hire orientation training provides an overview of the job expectations and performance skills needed to perform the job functions. The orientation provides information about the hospital’s mission, vision and values and helps build the employee’s sense of identification with the organization. The orientation enables the new employee to become familiar with the entire organization and their own work area and department. Orientation training mostly comprises of topics, include fire and safety programs, universal precautions, physical facility of the hospital,


organizational structure, plus a detailed review of the department policies where the new employee will be working.

The training program will allow staff the opportunity to develop new workplace skills as well as provide a program that allows and even encourages critical thinking and problem solving. The Human Resources Department does this by establishing policies and procedures for the work environment and the effective management of employee workplace issues, establishing a performance management system for worker and ensuring that supervisors utilize these tools to the mutual benefit of both the individual employee and the hospital.

Continuing education encompasses everything from simple memos and news written by department directors to staff with news of a continuing education program for technical and administrative staff. An example of a continuing education program might be an Infection Prevention training for the cleaners, laundry and kitchen staff. Taking a look at hospital staff training programs, a number of factors creates problems. Problems encountered in hospital staff training programs are as follows:

1. Lack of rational and systematic assessments of the needs for training at all levels
2. Fragmentation and low accountability of responsible agencies in organizing training programs
3. Low concern for associated costs by management, as they think training courses need a lot of money for mid- and high-level hospital employees.

An employee is now a key asset who can play a crucial role in further expansion of the organization. In future, hospital administration may change the attitudes and practices of hospital managers towards more cost consciousness. As a result, autonomous public hospitals may need specific payments in order to undertake training programs. They can even reject to perform these training programs if financial incentives are not strong enough. This raises the concern of cost escalation in organizing health personnel education in the future. Regulatory measures as well as financing mechanisms are thus needed.

A rational approach to contracting autonomous hospitals to provide training services should be based on the costing of such services as well as on the more objective measurements of outputs and outcomes.
1.6.2 Need of technical training programs for hospital employees:

The primary aim of hospitals is to provide patient care of the highest quality. An often-overlooked truth is that efficient patient-care develops not from modern medical equipment and drugs alone but from the work force, a group of well-rewarded and motivated medical, paramedical, skilled and unskilled personnel. The assembly of these personnel, who are committed to institutional goals and their fulfillment, is not just a matter of chance. It is the result of sound professional administration and cordial human relations.

Management of human resources in health is a major challenge to health systems development. This includes planning for, production, deployment and utilization of health personnel. Although a number of measures have been instituted to meet this challenge, considerable gaps still remain. Developing effective health care organizations is increasingly complex as a result of demographic changes, globalization, and developments in medicine.

In the age of globalized economy and acute shortage of trained personnel, hospital administrators can raise physical and financial resources with some efforts, but the key factor for any hospital aiming to give superlative performance hinges on its human capital. Therefore, hospital administrators must invest this human capital to produce more motivated employees who may rise to any given challenge if they want to expand. Many enlightened industrialists have started doing this for their existence in this highly competitive work environment and in the age of globalization.

Hospitals have started realizing that to retain an employee; they must first treat him on a human level, understand him and make him feel wanted. Companies are aware that superlative performance can be achieved provided the corporate goals are linked to the individual goals, needs and aspirations of the employees. It is essential for Hospital to have a well trained and motivated staff to manage the hospital operations. Success of the hospital organizations depend upon the patients, the employees and the effectiveness of the employee is very much depends on the training input given to the employees. The need for training is arise because of several reasons such as changing technology, demanding customers, thrust on productivity, improved motivation, accuracy of output, better management. Training is responsible for developing skills of the employees for future and also prepares them for promotion.
1.6.3 Need of behavioral training programs for hospital employees:

Hospitals provide medical care to the sick and needy. They are not in the business of manufacturing goods but for rendering service and are far more dependent than other organizations upon their employees’ morale and commitment. Employees in such institutions are constantly facing the public. Institutions which provide medical care are generally criticized more for the attitudes of their personnel than for the quality of the care.

Patients and visitors are more impressed and concerned with the attentiveness, empathy and responsiveness of the health-care personnel than with the architecture of the hospital building, sophisticated machines or ward facilities like televisions, refrigerator, telephone, newspaper, barber, music, etc. Human behavior of two persons is not the same. It differs from person to person. The manager should try to understand what causes this difference and how to cope with certain problems caused by their different behavior.

Good human behavior creates cordial human relationship and bad behavior creates bitter relationship. Hospital may provide knowledge through training and development programs which will help for maintaining cordial relationship among staff members. The managers must understand that the good of the individuals is also good for organization for maintaining good human relations.

The role of human relations in health organizations is concerned with the integration of people into a work situation. It is also concerned with motivating personnel to work together cooperatively and productively. The good labour relations include the output fair and reliable treatment between the employees, in order the workers to be devotional in the hospital. Hospitals with good labour relations present a strategy of human resources that attributes high value in the workers as partakers. A healthy labour environment is characterized by reciprocal respect and collaboration of various branches of workers and recognition.

As the science and art of hospital administration are becoming more complex due to the rapidly extending field of hospital services, the advances in scientific field of medicine and surgery and increasing globalization and competition of its qualified and trained personnel, the importance of training and development practices of hospital employees is increased.
1.7 Rational of study:
The hospital industry, like other industries has experienced profound changes during the past several decades. One major constraint in achieving universal access to health services is the non-availability of skilled and trained human resources. The world health report (2006) reported the global shortage of physicians. It estimated that 57 countries have an absolute shortage of 2.3 million physicians, nurses and midwives. The global health care workforce is experiencing a major nursing shortage. The nursing shortage is a worldwide challenge, affecting every country in the world. With this shortage, patients are suffering because the healthcare workforce is not prepared to deal with their health needs. Within each country, the nursing shortage is caused by numerous factors that ultimately cause a decrease in the quality of health care received. However, little is known about the global causes of a shrinking professional nurse workforce.

Hospitals are lacking adequately-trained personnel. This shortage and the dangers it presents, expanding health-care needs. It is a vital problem that has already led to the deterioration of hospital services in India. Nursing, as a health care profession and a major component of the health care delivery system, is significantly affected by shifts in the health care industry. In addition, nursing has been and will continue to be an important force in shaping the future of the health care system.

These shortages suggest that many countries have insufficient numbers of health professionals to deliver essential health interventions, such as skilled performer. However, these estimates do not take into account the ability of countries to recruit and retain these workers, nor are they specific enough to inform policy-makers about how and to what extent, health workforce investment should be channeled into training of different professions.

Medical errors and adverse events in hospitals are common and many of them are potentially avoidable. In addition to their capacity to harm patients, these potentially avoidable outcomes can increase the length and cost of stay adding considerably to the economic difficulties of hospitals. Nowadays, consideration of patient satisfaction is an integral part of hospital

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management across the world and also an essential necessity for healthcare providers. Issues related to healthcare quality are crucial to any health system anywhere in the world. The present problem seen in most of the hospitals is the shortage of trained and skilled employees that is measured in terms of the patient treatment, patient satisfaction and patient experience. Numbers of investigations are done in this field regarding quality care of hospitals and need of training of hospital employees in public and private hospitals. It is observed that people belonging to high class mostly prefer treatment from private owned. Middle class go both to private and voluntary hospitals. Small percentage of middle class and all the lower class people prefer government hospitals for availing medical care services. This is the reason that prompted the researcher in studying public and private hospitals.

Workplace stress is persistent in the health care industry because of inadequate staffing levels, long work hours, exposure to infectious diseases and hazardous substances leading to illness or death, and in some countries threat of malpractice litigation. Existing healthcare organizations are expanding by opening hospitals in new service areas and new organizations entering with state of art equipments, latest technology and marketing strategies. Consequently, competition in the healthcare sector is on the rise. Increased incomes and awareness levels are driving the customers to seek quality healthcare. The providers in turn need to be more innovative in their approach and offer quality services at competitive price. All this necessitates the systematic Human resource development by hospital administrators.

Medical advancement and technological developments in medical field are changing the scenario of hospitals. The new treatment and diagnostic facilities become the key resources of the hospital and that should be controlled by all hospital employees. In hospital it is important to manage employees efficiently and effectively. It mainly depends on the behavioral part of the individual which comprised of satisfaction, dissatisfaction, perceptions and attitude, etc. The concept of training and development is associated with motivation however; it is also interconnected with Performance and Job satisfaction.

By studying various research articles, news paper reports and references, the need of training and development programs of hospital employees prompted researcher to select this problem. In the present study the researcher intends to study and compare employee training and development practices in public and private hospitals.
1.7.1 Identification of Problem:
It is observed that in an era of globalization where hospital industry is booming and there is increasing demand of services, all employees should be managed efficiently and effectively. This can be only possible when organization will pay more attention on employee training and development. The effectiveness of training is not static, it has to be periodically reviewed, updated and upgraded in tune with demanding situation of the economy, government policy, advancements in the medical field and expectations of patients. All the above-mentioned aspects impressed the researcher to study the existing training and development system in hospitals.

1.7.2 Selection of Problem:
By studying various research papers and discussion with hospital industry experts, hospital Management academicians, it is observed that well known hospitals in Metropolitan Cities like Mumbai, Pune, Chennai, Bangalore and Calcutta are facing all the above mentioned problems and their employees need training. On the basis of research ability of the problem and with the aim to make significant contribution to Hospital industry and its employees, the topic “Employee training and development practices” has been selected. At the same time the constraint of time and money has been considered with respect to feasibility of the study.

1.7.3 Statement of the Problem:
Employee training is becoming a necessity to both public and private hospitals. The hospital industry in India is fast changing its shape because of advancement in medical field. There are many challenges to be faced in the wake of this scenario. Employee training is the medium for hospitals to transform themselves to promise a better future. Employees have to perform different roles and responsibilities in the hospitals. Training enables them to carry out these roles and responsibilities efficiently and also learn new things, which will prepare them to take up higher responsibilities in the future.

In this study the researcher comparatively studies the existing employee training and development practices, various aspects of training program, its effectiveness and impact on employees’ performance and job satisfaction in selected public and private hospitals in PCMC area. This is mainly to study the present status of the impact of training programs on employee effectiveness in discharging the roles and responsibilities according to the objectives of the hospitals. The aim is to assess the effectiveness of the various facets of training i.e. training
facilities in the hospital, type of training provided to employees, methods and techniques of training, training needs assessment, employee’s attitude towards training inputs, quality of training programs, application of training inputs to the actual job, effectiveness of training program, impact of training on performance and job satisfaction of employees and training evaluation,

1.8 Objectives of the study:
The main objectives of the research study are:
1. To find out existing status of employee training and development programs followed in hospitals.
2. To study and analyze data collected from various hospitals to find out employee training and development practices in the organization.
3. Comparative analysis of present employee training and development practices followed in hospitals and its impact on organizational as well as individual growth.
4. To suggest few measures to improve existing training and development practices in the hospitals for enhancing the quality of employees.

1.9 Hypothesis of the study:
Keeping in view the above objectives, this study proceeds to test the following hypotheses.

H1: Better training and development practices improve functional efficiency and performance of employees.

H2: Training & development practices help to enhance job satisfaction of employees.

H3: There is no difference in employee training and development practices conducted in public and private hospitals.

H4: Training and development system in the hospital need to be restructured in accordance with the advancement in hospital industry.

1.10 Research Design
This is a descriptive and inferential research. This study is based on two criteria i.e. Public and Private Hospitals. Well known and popular six hospitals in the Pimpri Chinchwad area were selected and surveyed. This research has focused on employees working in multispecialty hospitals and General, maternity and pediatric hospitals. All employees of public and private hospitals in PCMC area comprising managerial and non managerial level constituted the target
population, spread over the selected six hospitals in PCMC area. Thus the population was considered as 2400 from selected hospitals from Pimpri-Chinchwad area. Personal interviews and Questionnaire method is used for collecting data. All departments were used based on the availability of employees at selected hospitals. 331 employees were selected using random sampling technique, to which questionnaires were administered. The questionnaires were administered personally by the researcher to the respondents.

1.11 Pilot study
Pilot study was conducted for a sample of 50 employees (20 managerial and 30 non managerial level employees) in order to assess the feasibility of the tool and finally the necessary changes were made in the tool. In general, it was found that most of the employees were interested in giving the information. The average time for each respondent was about 20 minutes. The difficulties of the research and respondents were discussed and the questionnaire was slightly modified in content and format after testing its reliability and validity.

1.12 Importance of study:
A new, up-to-date, and complete country and international database of health workers has recently become available. A comparison of estimated ratios of health workers to population sheds some light on the human resource development Training, and quality of professional groups differs from country to country. High income countries have three to four times more skilled doctors and nurses than lower income countries per unit of population. So it is important to emphasis on human resource development as a solution to human resource difficulties. There is a consensus that despite their importance human resources have been a neglected component of health-system development in developmental countries. Much is needed HRD of health sectors in the present decade.

Employee training and development is a strategy to improve individual, team and organizational performance. Training and Development is the framework for helping employees to develop their interpersonal and organizational skills, knowledge, and abilities. The focus of Hospital industry is on developing the most superior workforce so that the hospital and employees can accomplish their work goals in service to patients. Employees always want to be valuable and remain competitive in the labor market at all times. This can only be achieved if they remain in contact with new technologies, discovering new ways of business and upcoming challenges
faced by the organization or an individual in near future. All this can be done through training and development activities.

Employees always want to develop career enhancing skills that will lead to motivation and retention. There is need to focus the research on training and development of employees working in hospitals. The current research is designed to study employee training and development practices which will give idea about current status of hospital employees. This study gives employee information whether they are trained/untrained, skilled, unskilled or semiskilled, their expectations regarding training and interest in training. This research also focuses on impact of training on motivation, job satisfaction and performance of employees.

1.13 Scope of the study:
It has been seen from previous studies that training and development practices can influence behaviour, attitude, motivation, commitment, job involvement and job satisfaction of the employees. This would produce better performance and better patient care from the part of the hospital employees, thus enhancing hospital effectiveness. Thus the findings of this study would be of immense help to both academicians and hospital administrators since it reveals the analysis of training and development practices in public and private hospitals through various dimensions.

Social work professionals specializing in medical and psychiatric social work take up the position of hospital administrators. The findings of the study have widened the scope of social work professionals who are working in the area of hospital administration. The outcome of this study would enlighten them about giving importance to the employee training and development programs of the hospital so that the employees’ performance can be boosted and that would lead to better patient satisfaction and hospital functioning. This would make them effective health administrators.

1.14 Chapter scheme of study:
The research study of “A Comparative Study of Employee Training and Development Practices of Selected Public and Private Hospitals in PCMC Area” was carried out and the entire study is divided into six chapters for the purpose of presentation.
The chapter scheme is as follows:
Chapter I - Introduction
Chapter II - Review of literature
Chapter III – Hospital industry
Chapter IV – Research methodology
Chapter V – Data analysis and Interpretation
Chapter VI- Findings, Conclusion and Suggestions