

Report on Gap Analysis and Action Plan for the HR Department & Training need Analysis for Front Office Department

By

Jayshree Saini

*Dissertation submitted for the partial fulfillment of the
MBA Human Resource Management in Health and Hospitals*

Academic year, 2015-2017



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Jayshree Saini** student of **MBA Human Resource Management in Health and Hospitals** from **The IIHMR University**, Jaipur has undergone internship training at **Asian Heart Institute**, from 15th February 2017 to 06th May 2017.

The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all his future endeavors.



Col. (Dr.) Ashok Kaushik
Dean, Academics and Student Affairs
The IIHMR University, Jaipur



Dr. Seema Mehta
Associate Professor
The IIHMR University, Jaipur

CERTIFICATE

The certificate is awarded to

Ms. Jayshree Saini

Enrollment No. IIHMR-U/01/2015-17/0005

In recognition of having successfully completed her
Internship in the department of

Human Resource

and has successfully completed her project on

**Gap Analysis And Implementation Of Action Plan In HR Department And Training
Need Analysis For Front Office Department.**

from 15 February 2017 to 06 May 2017 at

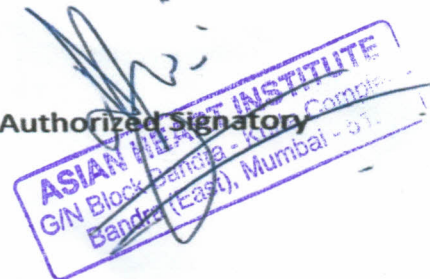
Asian Heart Institute, Mumbai.

She comes across as a committed, sincere & diligent person who has a strong drive and
zeal for learning.

We wish her all the best for future endeavors.

For Asian Heart Institute

Authorized Signatory



**HOD, Human Resource
Mr. Dhiraj Advani**

*Every heart
deserves the best*

Asian Heart Institute & Research Centre Pvt. Ltd.

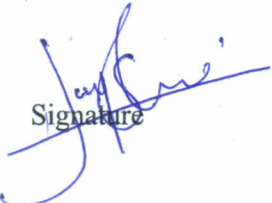
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THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

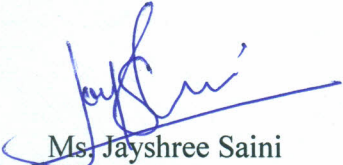
This is to certify that the dissertation titled **"Gap analysis and Action Plan for HR Department & Training Need Analysis for Front Office Department"** submitted by **Ms. Jayshree Saini** Enrollment No. **IIHMR-U/01/2015-17/0005** under the supervision of **Dr. Sazzad Parwez** for award of **MBA HRM in Health and Hospitals** of IIHMR University, Jaipur carried out during the period from **15th February 2017 to 06th May 2017** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.


Signature

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that all ethical issues have been considered while collecting data for my dissertation titled **“Gap Analysis and Action Plan for the HR Department & Training Need Analysis for Front office Department at Asian Heart Institute”**



Ms. Jayshree Saini
MBA HRM 01
Roll No.0005

Project Title 1: Gaps analysis and action plan for the Human Resource Department

Introduction

Human Resource Management (HRM) is a study that emphasizes engagement, administration and direction of people working in the organization. Members of the Human Resources Department provide knowledge, essential resources, training, administrative services, coaching, legal and management advice and talent management, and keep the rest of the organization in Operation.

Many human resources branches are responsible for the development of the organization, which creates a culture of organization. Their organization is responsible for their accountability to ensure that teams construct appropriately and encourage the empowerment of employees.

Complementary activities that are supported by human resources management may contain employee and community outreach activities, frequent mentors and staff members who work with hospitable people, staffing activities, and employees.

Often, outsourcing comprises payroll tasks, but vendors and external advisors can assist the organization with HRM in many ways.

In particular, many human resources departments outsource training such as background checks, benefits administration, sexual harassment training, temporary employees and employee manuals, guidelines and action plans positive.

The changing focus of HRM

HRM advances with traditional staff, administration and practical roles, which outsource more and more. The HRM task now expects to add value to the strategic use of employees and to ensure that employee programs recommend and implement a positive business measure.

New expectations for human resources

There are days when HR staff were led by the administrative team based on their priorities and needs. HR will now sit in the executive table and recommend procedures, approaches and business solutions that enhance the organization's ability to contribute effectively to people. They should work in a balanced way to serve all participants in the organization: clients, agents, owners, managers, employees and shareholders

Problem Statement

The work of the Human Resources Department is generally ignored or does not matter, but it is valuable to keep the work in the section. The burden of lower labor and the more work department create loopholes that do not respect ministry compliance.

The Aim of the Study

Observe the workflow of the Human Resources Department and find gaps in operations.

Literature Review

In the American Society for Training and Development, the concept of Human Resource (HR) L. was introduced by Nadaler (1969). In India, Larsen and Tibro Limited, a private sector company, introduced this concept into their organization in 1975 facilitating growth of employees, especially the growth of their organization for the purpose of lower levels. BHEL the public sector is one of the government enterprises, which introduced the concept in 1980.

Phombruna, Taichi and Devanna(1984) developed a SHRM model that emphasizes the brand's competence between organizational strategy, organizational structure and human resource systems. According to him, the political, economic and cultural forces responsible for the mission and strategy of an organization. This explains significant relationships, which form a strategy, organizational structure and communion between political phitani and HR practices. On the basis of mission and strategy, is formed in the form of the organization, namely, the people to carry out the mission of the organization is designed to perform a variety of tasks.

Rao, TV (Survey conducted by the Human Resources Development 1982), covering fifty-three different industries in India, found the following facts. Seventeen organizations (32 per cent) officially declared policy emphasizes the development of human resources. Five organizations seem not to focus on human resource development. The remaining twenty-one (40 organizations per cent) stated that personnel policy has placed some emphasis on human resource development. Four organizations in the survey focus on developing human resource policies for their employees. Did not respond to the bee. Thirdly and most importantly, there was a study of different HR department departments.

Human resources management has emerged in order to separate the various companies.

Barney (1991) states that companies can develop strategic capabilities and to achieve this, strategic target companies will create, which are more intelligent and flexible than their competitors. Human resources management has emerged as one that separates in different companies.

Anantharman and Zabiid (1999) conducted studies on 'Human Resources Management Practices: Personal Organizational and Market Performance', in the Malaysian Furniture Industry. Studies have found that managerial and non-managerial employees were not different in apparent

organizational performance; Managers saw the performance of high market place like non-managerial employees. As a result of the T-test, it has been found that two groups of human resource management methods, except information sharing, employee participation empowerment and symbolic impartiality, are not different.

Guest (1999) has incorporated the best human resource practices, including: the formation of a job that employees have the responsibility and autonomy to use their knowledge and skills; The choice of choice to carefully identify the best probability; Training as an ongoing activity; Two-way communication process for providing information to everyone; And employees' participation, increased employee awareness, their impact on performance, financial performance.

Budhwar (2000), gave the human resource management and India's human resource systems have given a strong perspective to the main contingencies and the Indian forces which influence Indian human resource management policies and principles, with the specific objective of identifying. This investigation was based on a questionnaire survey conducted in one thirty seven Indian companies in the field of production. The impact of seven contingent variables was examined on the four sets of literature, drawing, human resource management policies and principles. Ancillary variables include human resource strategy, size, age and stage of life cycle, ownership of the organization, industrial sector and union membership. In addition, the study has examined the impact of the four human resource strategies on human resource work: Effective distribution of resources for the cost reduction, improvement of talent, talent acquisition and resistance to education approaches. Chi-square test was also applied and it was important in the 0.01 level, which shows that employees' expectations about the commitment of top management in the effective implementation of Human Resource Development Initiative was positive with the learning approach of the employees.

According to Dwivedi (2006), it is very difficult to start a competitive strategy based on human resources. The key to competitive advantage in the modern world is the use of modern HR policies and principles. The fact is that competitors are unable to form effective responses in the short term. Human resources can help the company to maximize costs, increase product resources and differentiate between services or to meet competitive advantage through both. After all, Market based results reflect how financial markets are the focus of the firm, especially the value of shares or its diversity.

Amba-Rao et al., (2000) In practical study compared to performance evaluation methods and management values in foreign and domestic companies, in which more than 200 managers are involved in three global Indian companies. They suggested that management managers need to adapt on a selective basis based on the organization's proprietary framework. In his study, evidence was given to the positive connection of human resource management practices with organizational operations.

Lambojeet et al (2006) conducted a study and addressed the question about whether the relation between HRM and organizational operations can be explained by the internal and strategic competence of HRM on the cooperative employees' work. They were of the view that more human resource development methods were engaged within themselves (internal fit) and more involved

in human resource development strategy (strategic fit), better employees knew what was expected from them, and the more they behaved Cooperate towards their co-workers and their supervisors. For this reason, they anticipate that the co-operative behavior of the employees was positively linked to the financial and non-financial operations of the organization. These hypotheses were examined using multicellular regression. It has been found in this study that cooperation with co-workers is related to negatively changing and sick leave. However, there is no support for the hypothesis that takes a better internal and strategic lead.

Jones et al (2008) presented a few empirical evidence on the effects of nature and human resource practices (HRM) in the finished manufacturing sector. In the analysis, they used the 2005 novel survey on the principles of HRM, based on a random sample representation from the population of Finnish manufacturer companies that had more than fifty employees in 2005. To know how HRM's principles affect the productivity level of the firm, it has first combined HRM survey data with data of financial statements and estimates cross-sectional and panel data estimates for Cobb-Douglas production functions. It was found that both employee participation procedures and HRM events have increased in the manufacturing sector from 2002 to 2005. Empirical findings supported the positive view of HRM practice and firm productivity levels. Perhaps more importantly, however, the main findings are that all types of employee financial and critical participation did not have favorable productivity effects; The consultant committee and the profit sharing plan had a positive effect, but other methods did not have statistically significant impact.

Rizov and Croucher (2008) Practical Investigations on HRM Practice and Organizational Performance in European Companies They felt that the organization's communication between the employers and the employees and the employees, the mission of the institution, the values, goals and strategies of the employees are clearly open by evaluating employees' assets and main partners. Demonstrating positive and statistically significant organizations with strong performance support for companies and committees of employees, such as unions and committees.

In keeping with the cultural, political and economic factors under Yuganeh and Su (2008), a study is conducted to analyze Iran's public sector HRM practices. In the study, four interviews involving Iranian managers and data were collected from eighty-two respondents by liter-type questions. Study findings highlight the Iranian public sector's main HRM functions.

Racelis (2009), in his study, focused on rehearsing the relationship between rewards and belief practices and firm performance, as well as recruitment and retention systems and firm performance, using a survey tool for rewards, selection, performance management, rewards, HRM activities. Training, compensation, and employee relations) and independently of the organization focusing on financial performance Using organizational performance data (returns on assets, capital, deposits, and equity) The sample was banned in the Philippine banking industry. The results of thirty-three banks provided mild evidence for positive, significant relationships, which provided opportunities for recruitment from top schools in the HRM practice, management of employment tests, assistance in career planning, and professional development in such HRM practice. Control variables associated with HRM and organizational operations have shown significant positive relationships with bank's assets, bank's capital and deposits. The result seemed

intuitive, because the operation size was practically underlying, which is the dependency of the equation and has a capital as a dependent variable. With the size of the bank, it was highly correlated for financial performance to offer career planning and opportunity for professional development. This can be explained by the fact that bank size has moderated influence in the effect of performance-based evaluation on rewards and recognition, training programs and bank performance. Likewise, private banks are making a soft impact on human resource-performance performance relationships.

Singh (2010) examined the impact of HRM practices introduced by planning, recruitment, selection, performance evaluation, training and development, career management and compensation on management effectiveness in public sector organizations. Four organizations were studied for this research. This study clearly showed that human resource development with institutional culture plays a significant role and affects the organizational influence of the organization. Public sector organizations received significant prediction of managerial effectiveness in training and development.

Shekhar (2010) proposes an HRD model for better understanding of the framework. This model was proposed in HRD's ideological specimen and financial institutions in the study, considering the long-running modern financial institutions would be development oriented and dynamic, while trying to convince the model of HRD in banks. In addition, the HRM work in this study was introduced in a strategic perspective among modern banks, with the aim of improving operational efficiency and quality of services in terms of emerging economies. Some people have tried to find the main reasons for HR challenges.

A few studies have been conducted to find innovative HR practices and their impact on employee productivity provided by employees of various organizations. No study has attempted to find out the assumptions about employees related to emerging challenges of Indian HRM, because this has not been done in practice and if they have done research in some related areas, it has not been done. Literature on HRM in India suggests that methods or their closest versions seem to have a presence in emerging economies like developed countries and India, and therefore, in a competitive market economy, there can be anywhere in the world with most sectors and industries. The adoption of various new HRM practices in some Indian companies has improved business performance.

OBJECTIVES:-

General

To observe the workflow of the HR department.

Specific

- To observe the gaps in the HR department.

- To recommend action plan to close the gaps in the department.

Methodology-

Study Design- Observational

Setting- Study is conducted at Asian Heart Institute, Mumbai.

Duration of study- Three months from 15th FEB-15th MAY 2017

Population- All the employees of HR Department in the Asian Heart Institute

The Identified Gaps

S.No.	Employee life stages	HRD Stages	Process/ SOP	Practice	Actions
1.	Talent Attraction	• Benchmarking and pay forecasting survey	-	As per market analysis	• A market survey should be done to benchmark HR quality and attract talent creeds • Pay scale should set according to market standards.
		• Manpower planning & Budgeting	As per guideline	Compliance	• Market review, departmental budgets and monitoring of budget in regular period.
		• HR Branding	-	-	• Opportunities for employees- “best employee bonus”

					- Implementing Employee value proposition - Suggestion box- on what makes a company “best place to work”
		Organization Maintenance repo.	Strict Guidelines	Strict Guidelines	- Maintaining the repo. whenever representing the organization - Using web wisely
		Networking	-	Net worth is low through networking	- Attending Conferences and seminars - Promote studies and publish papers - Organizing Events - Creating Learning Networks
2.	Recruitment	Identify vacancy	- Manpower Requisition form - Referral Policy	Not processed timely (shortage of manpower)	- Looking for multitasking gene - Leverage Technology - Right Interview process
		Develop JD & JS	-	JD & JS are not clear to employees even not attached in the personnel files.	- Proper Organogram of the departments - JD & JS should be formed and should be informed to the candidate on the date of joining

				Organogram was not prepared	Personnel file should contain the self attest JD & JS
		Recruitment plan	-	Strategic planning of Recruitment not followed	- A software for all HR Processes - Outplacement - Transparency to build trust
		Posting Period	As per guideline	Non compliance (longer duration)	- The posting period should strictly as per policy. - Practiced of no time lapse in on boarding
		Resume Bank	As per guideline	Resume and original certificates are not kept systematically	An employee to handle all the HR Documents, Personnel file and Original certificates.
3.	On-Boarding	Handbook and guidelines	As per guideline	Non compliance	Pocket handbook to be shared at the time of joining.
		On-boarding policies	-	Only Induction program (not on time)	- Preparation of new hire checklist - Introduction to the tools will be used by the employee - Aligning employee with mission, vision and values of the organization - Meeting with the team - Evaluation of on boarding experience

		Buddy Mentoring	-	-	- Buddy mentoring program to be implemented - Evaluation of the program after one of the joining.
		Provide Transparent information on organization policies	As per guideline	As per guideline	Transparency builds trust in the management decisions
4.	Training and Development	Training need analysis		As per guideline (90 hrs of training to each employee)	- Departmental goals evaluation - Monitoring the training need regularly - Mark gaps from the performance evaluation sheet of the employees
		Leadership Development	-	In process of practicing	A sense of ownership and leadership bring efficiency in the outcome.
		Career and Succession planning	As per guideline	As per guideline	- Providing a clear career path and development opportunities - Career counseling by the heads of departments - Promotion policy
5.	Engagement	Knowledge management system	-	-	A system to share knowledge and experiences within the organization

		Employee satisfaction survey	As per Guideline(no benchmark for the satisfaction level)	As per guideline	A Benchmark to be set and revised to achieve employee satisfaction in the organization.
		Conflict management/Communication	As per guideline	As per guideline	Optimized communication inside and outside the organization
		Departmental meetings/programs	As per guideline	As per guideline	- A happy hour departmental programs to be conducted weekly to break the monotony - It improves understanding and build relation within the departments
		Performance appraisals	As per guideline	As per guideline	360 degree evaluation for the employees
6.	Retention	Tracking attrition & Exit Interviews	As per guideline	As per guideline	- Using HR Metrics - Using HR analytics
		Work-Life Balance	-	-	- No long working hours - Alternate Saturday off - Policy for work life balance
		Benefit Packages	As per guideline	As per guideline	Retention benefit policy

ACTION PLAN

Best practices/Action Target	Actions	Responsible	Timeline
Safe , Healthy and Happy workplace	- Aligning Employees with Organizational Mission, Vision and Values in Induction and Training programs. - Employee Policy and procedure awareness - Work from home (in maternity/critical conditions) - Job Sharing - Flexi Hours - Alternate Saturday Holidays	HR executive	Always
Open book management system	Share information about - Contract - Company policy - Management objective - Employee Self service portal - Manager online	HR Manager IT Department	Always updated
Performance Linked Bonuses	- Team performance bonus - Individual performance bonus	Departmental Head	Yearly
360 degree performance management feedback system BARS Performance feedback for nurses	Evaluation from - Seniors - Peer - Subordinate Also on behavioral aspects	Departmental Head	Quarterly
Fair Evaluation System	- Cross functional evaluation and feedback - Tracker over the year - Evaluation sheet including areas of improvement	Departmental head	Yearly
Knowledge sharing	Maintenance of Knowledge database	HR team with the IT professionals	Always updated
Highlight Performers	Make the top performer visible - On company Internet - On display board	HR head under the guidance of VCMD	Yearly
Open house discussion and feedback mechanism	- Open house discussion - Employee management meets - Suggestion boxes - Critical incident diaries	Whole HR team	Every day

Rewards	Non verbal Reward system Public Appreciation (Applause from colleagues)	Under the guidance of HR Head	Monthly Employee Talent Recognition program
Delight employee with the unexpected	In the form of rewards • Gift (Top performers) • Certificate (For others to motivate) • Indoor tournaments (to break monotony)	Performed by the HR Executive under the guidance of HR Head	Departmental reward system for best performer in monthly basis and the name and reason of rewards should be informed to the HR Department

PROJECT 2 TITLE: TRAINING NEED ANALYSIS OF FRONT OFFICE DEPARTMENT

ABSTRACT

In this competitive world a vital role in the challenging profession and competency of business is training. The training provides nerve to the state, not the art and the employees and the organizational development that also work to increase the working life increases easily. This development is a process in which open, institutional, qualitative and quantitative progress, especially at the administrative level, is considered less relevant to the physical skills and knowledge more specific value, behavior, and attitude. Therefore, development can be done as a continuous process, but there are specific areas and objectives for training. Quality of work life is a process in which the organization recognizes their concern for excellence of organizational performance as well as employee skills .Therefore, the role of each organizational training and the developmental benefits of the organization are necessary to study positive progress. This kind of training and development programs help improve performance and staff attitude and improve their morale. Thus, staff training and development courses are important components that need to be studied and focused on. This paper focuses and prioritize the training need of the office department employees, also it observe the different dimensions of training needed for the employees and Identifies that lack of human resources in the organization effects the training, quality of work life and development of individual and organizational development.

Keywords: Human Resource Management, Training, Development and Quality of work life.

INTRODUCTION:

In the changing phase of the market, all organizations have numerous opportunities to get many problems. Due to this environment, dynamic organizations easily exist in the current competition. While confronting these challenges, the management's shoulder is a major pressure on the job. Management is responsible for making necessary changes to the workplace as per the job requirements. In order to survive and meet the requirements, management needs to change their policies, rules and regulations. There is a lot of pressure on organizations in the capacity for reputable work force to improve production practices, advanced technology entrants and employees who are revolving on the way to achieve work-life balance

The success of any organization depends on the quality of the workforce, but many organizations come in many obstacles to maintain the quality of workforce. These hurdles include the attraction of qualitative employees in the organization, the intelligent, dynamic and enthusiastic people in the organization, the current motivation with current techniques and the competitive market Maintenance of existing employees to maintain institutional status. To survive and become a successful pillar in the market; Training is a tool that can help you to get competitive advantage.

Training to increase the ability of employees to achieve institutional objectives proves to be a parameter. Good training programs thus conquer the essential goals of business. As such, training is important for giving a dynamic approach to the organization. This dynamic approach is essential because every organization that accepts tasks in a manner that cannot deliver results, but dynamic and flexible organization can do so. This is possible because of the improved quality of work life by implementing training programs.

PROBLEM STATEMENT

Training enhances the overall performance of an organization in various ways. The major areas where employees of front office are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace communication, and so on. Employees without training would find it difficult to handle situations and it would impact their and the organization performance.

AIM OF THE STUDY

To do Training Need Analysis for the Front office employees.

LITERATURE REVIEW:

Michel Armstrong said, “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”. (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed.,2001)

According to the Edwin B Flippo, “Training is the act of increasing knowledge and skills of an employee for doing a particular job.”

(Source: Personnel Management, McGraw Hill; 6th Edition, 1984)

The term 'training' indicates the process involved in improving the competencies, skills and capabilities of employees to make specific jobs. Training improves old talent and helps in new development. 'Successful candidates need training for their duties to be effectively operated'.

(Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2000, p.189) shows

- Prepare both young and old to meet employees as well as changing needs of jobs and organizations.

Obligations to stop.

- To provide basic knowledge and expertise in new employers that require special job skills.
- To prepare employees for high-level tasks.
- To help workers work more effectively by developing the latest concepts, information and techniques in their current situations, and developing skills learned in their specific fields.
- Prepare the second line of competent authorities and prepare for more responsible positions.
- To ensure smooth and efficient work of departments.
- To ensure the production of the required quality economic product.

DEVELOPMENT:

Employee Development Programs are designed to meet certain objectives, which contribute to both employee and organizational effectiveness. There are several steps in the management development process. Evaluate the current management resources of this organization, design individual needs, design and implement development programs, and evaluate the effectiveness of this program and measure the impact of training on the quality of participants' working life. Simply put, it can be suggested as follows

Employee Development = Employee Education + Employee Skills +

Training Effectiveness + Employee Quality of work life

There are various authors who shared their views regarding the role of training and development in different aspects.

The following Table 1 provides the opinions of different authors regarding the view of training and development.

Table 1:

Author	Opinions of different authors regarding Training & Development
Oatey (1970)	Improve individual skills in training work. Training helps to develop an employee socially, intellectually and mentally, which is not only important to productivity levels but also to develop employees in any organization.
Yoder (1970)	Today, training and development in employment migration is better than training alone because human resources can adjust their full potential while the education process goes smoothly.
Hesseling (1971)	Training is the sequence of experiences or opportunities designed to improve behavior to achieve one object.
Kane (1986)	If the training and development work is effective in the future, it will need to move ahead with its concerns with its techniques and traditional roles. That strategic approach describes that the organization can take up for training and development, and suggests that the choice of approach should be based on the organization's needs, management and analysis of staff's attitudes and beliefs and level of committed resources. This more strategic approach should be used while evaluating the current efforts and planning for the future.
Raymond (1986)	The effectiveness of trainees' characteristics on training effectiveness has focused on the level of competency needed to learn programmatic content. The effectiveness and effectiveness of training effectiveness has got little attention. This analysis integrates the organizational behavior theory and the key motivator of the research into a model, which implies how the traits and characteristics of trainees can affect training effectiveness.
Adeniyi (1995)	Staff are training and development work activities that can contribute significantly to the organizations overall effectiveness and profitability.

Chris (1996)	The purpose of training and development is to develop the capabilities of technical, human, ideological, and managerial to promote individual and organization growth.
Seyler, Holton III, Bates, Burnett and Carvalho (1998)	The continuous changing scenario of business world, training is an effective measure used by employers to supplement employees' knowledge, skills and behaviour.
Akinpeju (1999)	The training and development process are continuously one. The need to know how to operate effectively and how others can live is sufficient reason for training and development, and the desire to meet the objectives of high productivity organizations makes it absolutely mandatory.
Oribabor (2000)	The goal of training and development is to develop competencies like technical, human, ideological and managerial to advance individual and organization growth.
Isyaku (2000)	The training and development process are continuously one. This is a way to acquire skills and techniques to acquire more and new knowledge and work effectively.
Chih , Li and Lee (2008)	The training program depends on the following parameters for its success (i) the apparent value of the gown program (ii) the attitude towards the teacher (iii) the response to the education conditions (iv) the desire to learn: the degree of trainees who really want

Giangreco, Sebastiano, and Peccei (2009),	The key determinants of overall satisfaction with training (OST) are perceived training efficiency (PTE) and Perceived usefulness of training (PUT).
Bates and Davis (2010)	The usefulness of the training program is only possible when the trainee is able to study the theoretical aspects learned in the training program in the real work environment. They highlight the use of computer-based learning to bring the existing and relevant body into play, cases, simulation, central exercises and knowledge-based and relevant world conditions.

OBJECTIVES:-

General

To determine the training need for the Front office employees.

Specific

- To observe the dimension and level of training need of the employees
- To prioritize the need of training of the employees of the front office.

METHODOLOGY:

- **STUDY AREA** – Billing, EHC, Front office & OPD Department of Asian Heart Institute, BKC, Mumbai.
- **STUDY DESIGN** – Observational and Descriptive
- **STUDY PERIOD** - 15th February- 06th May, 2017.
- **STUDY POPULATION** – Employees of Billing, EHC, Front office & OPD Department
- **SAMPLE SIZE** – 15
10 Front office+ 1 EHC +1 OPD + 3 Billing (100% population covered)
- **SAMPLING METHOD** – Non-probability convenience sampling

- **DATA COLLECTION** – Observation and Interview method
- **DATA ANALYSIS** – Using Microsoft Excel.

NATURE OF DATA:-Quantitative and Qualitative data collected through survey questionnaire technique.

SCALE OF PRIORTIZE RATING-

1 to 10 (1 is the lowest priority and 10 is the highest Priority)

TYPE OF DATA:-

1. Collected through direct observations.
2. Interacting with the employees in the hospital.
3. Information obtained through Hospital records.
4. Information gathered through internet.

STUDY TECHNIQUE USED:-Questionnaire technique was used including both open ended and closed-ended questions.

STUDY TOOLS USED:-

1. Training need analysis questionare
2. Observation sheets
3. Assesment form

ANALYSIS:-

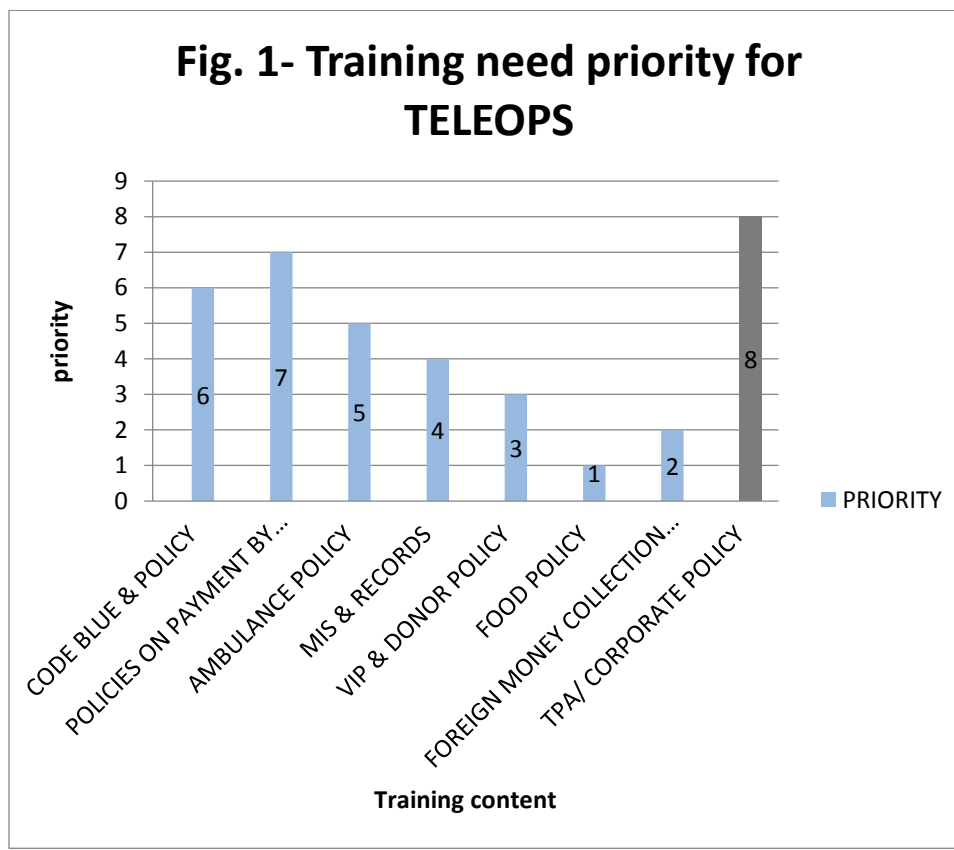


Fig. 2- Training need priority of EHC /OPD

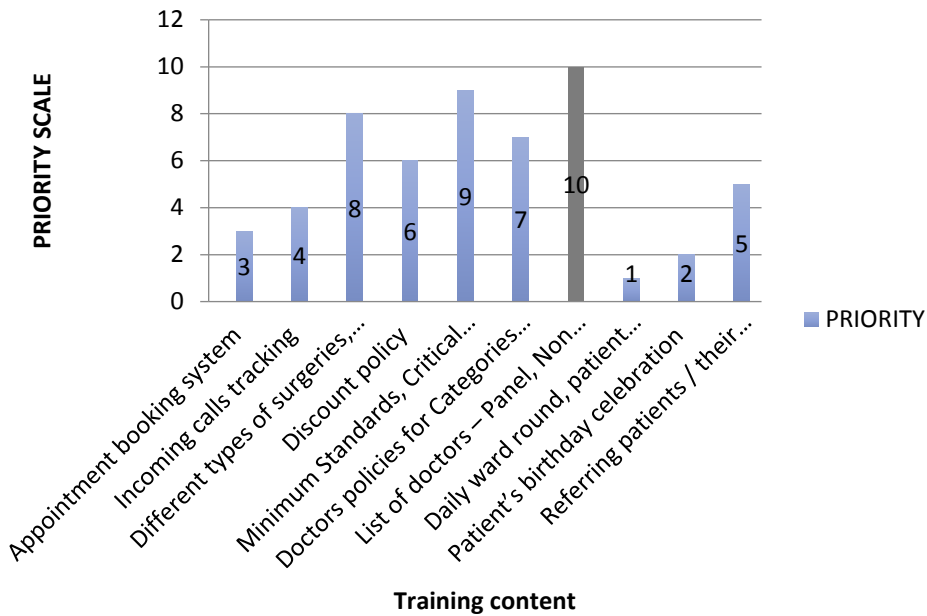


Fig.3-Training need priorities for FO Department

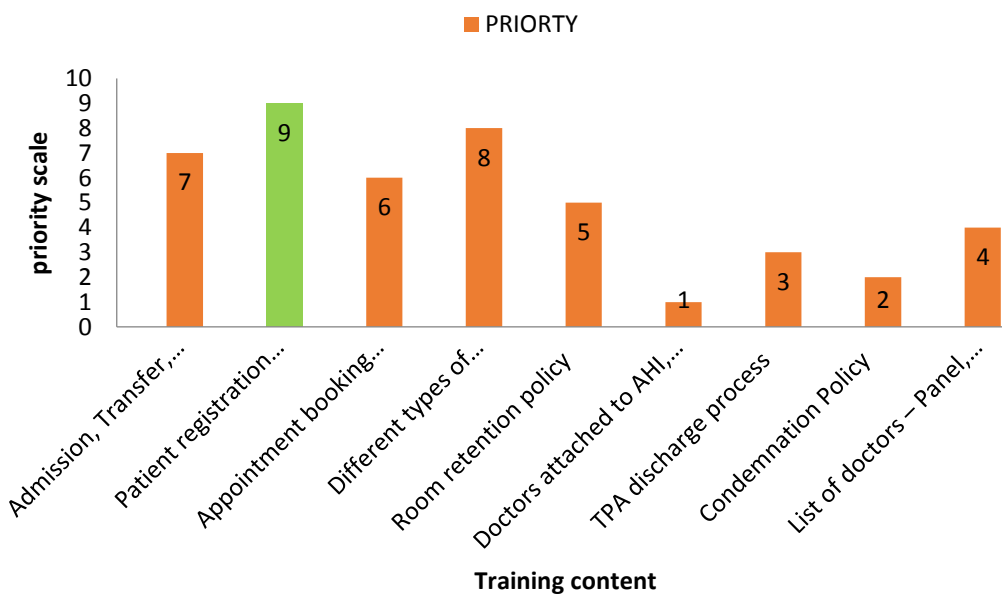


Fig.4- Training priority for Billing Department

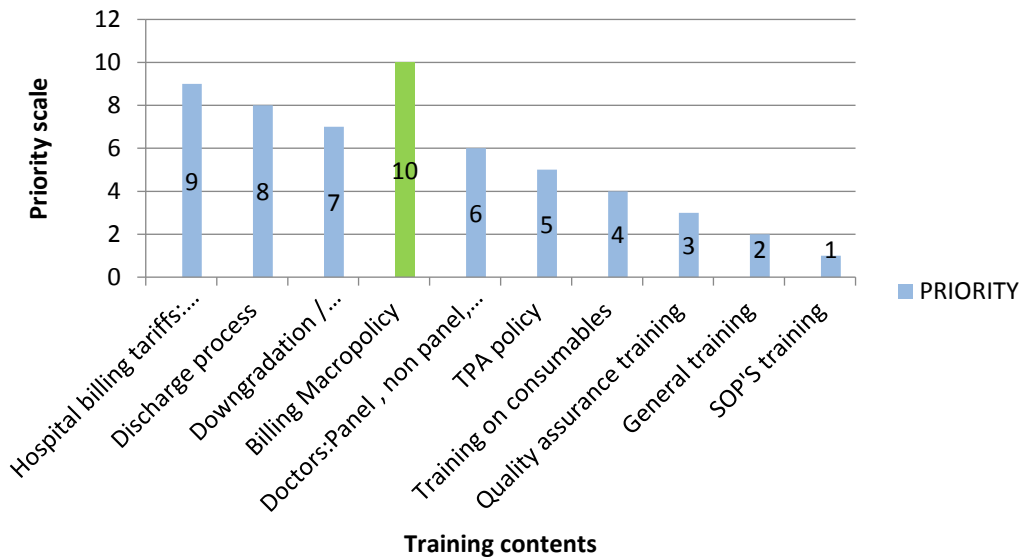


Fig.5- Does the Hospital have an education training program?

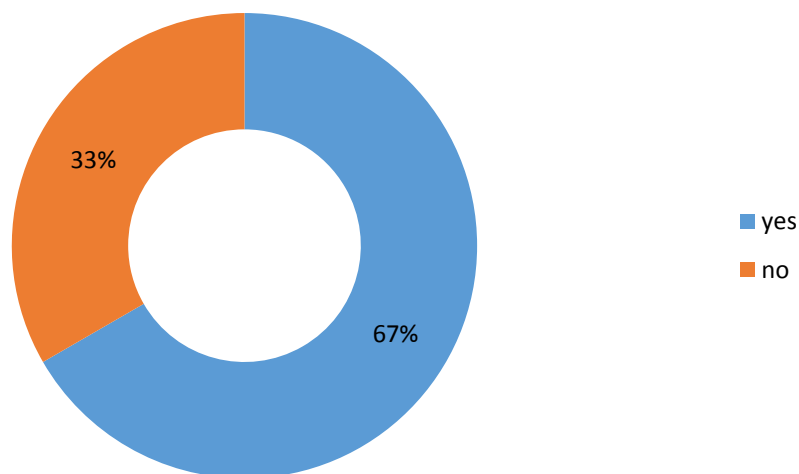


Fig.6- Are the departmental programs regularly evaluated?

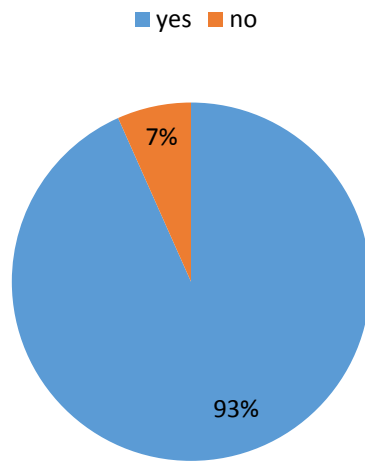


Fig.7- Do the education training programs support the mission of the Hospital?

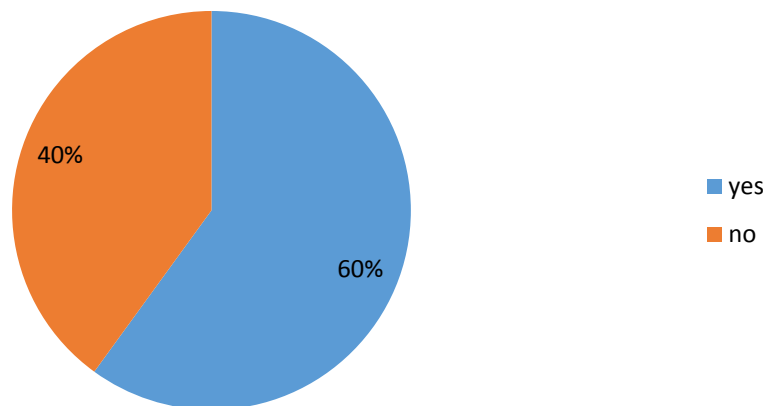


Table 2 : Observational Training Dimension Evaluation Sheet

Content	Type of Training Gap	Where are they now? (Level- Low, Medium, High)	Where they should be? (Level-Low, Medium, High)
Front office			
Dept introduction, quality objectives, Organogram, JD.	Knowledge	Low	High
Admission, Transfer, Discharge of Patients	Knowledge Performance	High Medium	High High
Patient registration process, Admission process	Knowledge Performance	High High	High High
Appointment booking system	Knowledge	High	High
Passes policy	Knowledge	Low	High
Down gradation / up gradation policy	Knowledge	Low	High High
Different types of surgeries, procedures, their estimates	Knowledge Performance	Low Medium	High High
Room retention policy	Knowledge	Low	High
Policy for HNI patients	Knowledge	Medium	High
Minimum Standards, Critical functions of the dept, Soft skills, etiquettes	Knowledge Performance Skill Behavior	Medium Medium Low Low	High High High High
2. Patient care areas			

Daily ward round, patient counseling and briefing, resolving the issues, escalation matrix and patient feedback process	Knowledge	Medium	High
	Performance	Medium	High
	Skill	Low	High
	Behavior	Low	High
Patient's birthday celebration	Behavior	Low	High
Referring patients / their relatives for EHC, Dental, Ambassadors role etc	Knowledge	Medium	High
	Performance	Medium	High
	Skill	Low	
Junior doctors review, reporting to management, Managing their duty rosters, evaluating their responsibilities (Clinical aspects), sanctioning their leaves, Disciplinary actions etc.	Knowledge	Low	High
	Performance	Low	High
	Skill	Low	High
Doctors attached to AHI, Doctors policies, their admission rights, OPD schedules and processes, payment guarantees rights etc	Knowledge	Low	High
Policy for mobile phone usage, Functioning on non working hours & holidays (Escalation matrix, decision making, discharge issues)	Knowledge	Low	High
	Skill	Low	High
3. Billing:			
Interim Billing	Knowledge	Medium	High
Outstanding bills and follow up with patients	Knowledge	High	High
	Performance	Medium	High
	Skill	Medium	High

Emergency charges policy, On A/C billing process	Knowledge Performance	Medium Medium	High High
TPA discharge process	Knowledge	Medium	High
Validation of Special Billing Instructions, Payment guarantee policy	Knowledge	Medium	High
4. Marketing:			
AHI ambassadors policy	Knowledge	Low	Medium
AHI donors policy	Knowledge	Low	Medium
Handling International patients	Knowledge Performance Skill Behavior	Medium	High
5. Administration:			
Booking of Auditorium for events	Knowledge	Low	High High
Disaster Management policy, emergency response codes	Knowledge	Low	High High
Condemnation Policy	Knowledge	Low	Medium
Telephone Bills Policy	Knowledge	Low	High
6. Doctors:			

Doctor payment policy	Knowledge	Medium	High High
Doctors policies for Categories and billing, their admission rights, payment guarantees rights etc	Knowledge	Medium	High
List of doctors – Panel, Non panel etc, Referral doctors	Knowledge	Low	High
7. HR:			
Manpower requisitions and staffing plan policy	Knowledge	Medium	Medium
Leave rules	Knowledge	Medium	Medium
Travel policy for staffs	Knowledge	low	Medium
Confirmation procedure for the staffs	Knowledge	Medium	Medium
Performance bonus policy	Knowledge	Medium	Medium
Disciplinary actions	Knowledge	Medium	High
Employee evaluation, Performance appraisal process	Knowledge	Medium	Medium
8. Quality:			
Policy for MIS, Quality Indicators, CSI for Internal customers	Knowledge Performance	Low	High High
Document control process	Knowledge	Medium	High
1. OPD / EHC			

a. Dept introduction, quality objectives, Organogram, JD.	Knowledge	Low	High
b. Patient registration process, Voucher preparation, billing process	Knowledge Performance	High Medium	High High
c. Appointment booking system	Knowledge Performance	High High	High High
d. EHC process flow, coordination with diff dept, Escorting	Knowledge	High	High
e. EHC report collection and courier process	Knowledge	High	High
f. Incoming calls tracking	Knowledge	Medium	High High
g. Passes policy	Knowledge Performance	Low Medium	High High
h. Different types of surgeries, procedures,	Knowledge	Low	High
i. Policy for HNI patients	Knowledge	Medium	High
j. Discount policy	Knowledge Performance Skill	Medium Medium Low	High High High
k. Minimum Standards, Critical functions of the dept, Soft skills, etiquettes	Knowledge Behavior	Low Low	High High
2. Patient care areas			
a. Daily ward round, patient counseling and briefing, resolving the issues, escalation matrix and patient feedback process	Knowledge Performance Skill	Medium Medium Low	High High High

	Behavior	Low	High
b. Patient's birthday celebration	Behavior	Low	High
c. Referring patients / their relatives for EHC, Dental, Ambassadors role etc	Knowledge Performance Skill	Medium Medium Low	High High
d. Junior doctors review, reporting to management, Managing their duty rosters, evaluating their responsibilities (Clinical aspects), sanctioning their leaves, Disciplinary actions etc.	Knowledge Performance Skill	Low Low Low	High High High
e. Doctors attached to AHI, Doctors policies, their admission rights, OPD schedules and processes, payment guarantees rights etc	Knowledge	Low	High
f. Policy for mobile phone usage, Functioning on non working hours & holidays (Escalation matrix, decision making, discharge issues)	Knowledge Skill	Low Low	High High
3. Billing:			
a. Interim Billing	Knowledge	Medium	High
b. Outstanding bills and follow up with patients	Knowledge Performance Skill	Medium Medium Medium	High High
c. Emergency charges policy, On A/C billing process	Knowledge Performance	Medium Medium	High High
d. TPA discharge process	Knowledge	Medium	High
e. Validation of Special Billing Instructions, Payment guarantee policy	Knowledge	Medium	High

4. Marketing:			
a. AHI ambassadors policy	Knowledge	Low	High High
b. AHI donors policy	Knowledge	Low	High
c. Handling International patients	Knowledge	Medium	High
	Performance	Medium	High
	Skill	Low	High
	Behavior	Low	High
5. Administration:			
Booking of Auditorium for events	Knowledge	Low	High High
Disaster Management policy, emergency response codes	Knowledge	Low	High
Condemnation Policy	Knowledge	Low	High
Telephone Bills Policy	Knowledge	Low	High High
6. Doctors:			

Doctor payment policy	Knowledge	Low	High
Doctors policies for Categories and billing, their admission rights, payment guarantees rights etc	Knowledge	Low	High
List of doctors – Panel, Non panel etc, Referral doctors	Knowledge	Low	High High
7. HR:			
Manpower requisitions and staffing plan policy	Knowledge	Low	Medium
Leave rules	Knowledge	Medium	Medium
Travel policy for staffs	Knowledge	Low	Medium
Confirmation procedure for the staffs	Knowledge	Low	Medium
Performance bonus	Knowledge	Low	Medium
Disciplinary actions	Knowledge	Low	High
Employee evaluation, Performance appraisal process	Knowledge	Low	Medium
8. Quality:			
Policy for MIS, Quality Indicators, CSI for Internal customers	Knowledge Performance	Medium Medium	High
Document control process	Knowledge	Medium	High

FINDINGS-

By analyzing the data it is being found that the priority of training is mostly required in the field of TPA & Corporate office policy in the department of Teleops (Fig. 1) as the employees of front desk find it difficult to deal with the TPA patients, also the knowledge dimension is low in this topic of training. In the department of FO (Admission) Department it was found that the staff needs training in patient registration process and admission process (Fig.3) similarly the department of EHC/OPD lack behind the knowledge of Panel Consultant, Non- Panel Consultant etc,referral doctors, admission rights and payment guarantee rights in the hospital whereas Billing department need training in the Macro policy of Billing of the hospital(Fig.4).

Through Observation it was found that most of the employees find the training is not been performed on the regular basis and even the evaluation of inter departmental training is not been done. Lack of Head of the Department results in the improper guidance to the employees, non-alignment with the Mission, Vision and Aim of the organization.

Findings through open ended question: -

As per the data collected, it was found that from last year no proper training is being provided not even induction are being provided to the new employees in the organization through the HR Department. There was a shortage of manpower in all the department of front office due to which employees are not getting time for even interdepartmental training. Because of lack in training and development employees are less aligned with the mission, vision of the organization which results in the high attrition rate of the organization. The employees in the organization are doing hard work, not smart work.

Recommendation-

- Filling Vacancies - Lack of Human resources in the front office department results in high workloads on other employees that results in no time for individual training and development.
- Introducing a Formal Appraisal Process Inspectors should first ask their trainees about their own training needs and then recommend them for specific training. The organization should have a formal, up-to-date and regular evaluation process.

- Comprehensiveness of TNA- AHI Hospital should have a comprehensive TNA approach should be considered because it leads to better training results. Approach should start at a subtle level and work with macro level, or it can take the form of scanning at the individual level from the organizational level. By implementing this kind of approach, it is possible to identify the location of problems, whether it is organizational, operational or at a personal level. Due to such a comprehensive approach, the hospital can properly evaluate the actual training needs. In addition, this kind of full-impact training has a good effect on the results.
- Emphasis of On-the-Job Training-There should be emphasis on the provision of job training in the hospital and non-job training. Obviously, external experts can be rented for later, but it is appropriate to make the hospital's trainers more efficient and efficient to improve the quality. These trainers can be done by training for programs.
- Motivation to Apply Learning from Training-Inspired by the hospital staff to apply what they have learned in training programs in the life of their service. Trainees should be encouraged and motivated to apply their education effectively. To be so, the trainees should be properly selected, and the training course should be based on the type of work they do.
- Selection of Trainers-Trainees need expertise in training, educated and, potentially, in the field of training, because their responsibility to improve their training conditions and the importance of training is to improve the opinions of organizations. To be this, senior managers and trainers should be provided
- Introducing Rewarding System-Training needs to be tied up with punishment for practical system, compensation and accurate TNA. To be this, Hospital should establish a reward system link with training

CONCLUSION:

- Lack of manpower effects all aspects of Organization development. Training is one of the aspects which affects the individual and the organization. Manpower management is necessary for the growth of individual growth. Training and development programs play an important role in every organization .These programs improve employee performance in the workplace, it improves employee knowledge, and enhances their individual skills and helps in removing from manual oversight.
- Training enhances the organization's overall performance in a variety of ways. In most areas where employees are usually trained in the organization, soft-skill development, personality development, interpersonal relations, problem solving techniques, managerial and supervisory training programs, quality improvement programs, technical processes, quality circle programs,

time management skills, employee Efficiency development programs, violence prevention function Serials, regulatory complaints, goal setting and implementation of programs, workplace safety management, workplace communication, etc. Training helps employees to develop their skills in the organization and therefore, in turn, help in increasing the market value of the organization, earning employees 'income, and helping the employees' job security.

- The training shapes the employee's attitude and helps them to achieve better support in the organization. Training and development programs improve the work-life quality by making the employee auxiliary workplace.

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Annexure 1-

ANNEXUE 1

TRAINING NEED ANALYSIS QUESTIONNAIRE

Programs/Education

1. Does the Hospital have an education training program? () YES () NO
2. Does the training session have goal, standards and objectives? () YES () NO

3. Do the education training programs support the mission of the Hospital?(☐) YES
(☐) NO
4. Are there training opportunities for staff assigned to the Educational functions of the Hospital?(☐) YES (☐) NO
5. Does the Hospital offer programs for sensitivity groups (i.e. tours, workshops, presentations, conferences). (☐) YES (☐) NO
6. Are the training programs regularly evaluated? (☐) YES(☐) NO
7. Does the hospital offer specific programs for the front office?(☐) YES (☐) NO
8. Are the departmental programs regularly evaluated? (☐) YES (☐) NO

Training Needs

1. **Please prioritize your hospital training needs in the following topics, specifying the degree of priority from 1 to 9 (1 = most wanted):**
 - a. Admission, Transfer, Discharge of Patients (☐)
 - b. Appointment booking system (☐)
 - c. Down gradation / up gradation policy (☐)
 - d. Room retention policy (☐)
 - e. Junior doctors review, reporting to management, Managing their duty rosters, evaluating their responsibilities (Clinical aspects), sanctioning their leaves, Disciplinary actions etc. (☐)
 - f. Policy for mobile phone usage, functioning on non working hours & holidays (Escalation matrix, decision making, discharge issues) (☐)
 - g . Doctor's policies for Categories and billing, their admission rights, payment guarantees rights etc (☐)
 - h. List of doctors – Panel, Non panel etc, Referral doctors (☐)

i. Disciplinary actions ()

2. If you have other suggestions for training courses, please add here:

Additional Comments:

Annexure 2-

Training Needs Assessment Worksheet

Type of information needed	What do you know already?	What do you still need to find out?
Desired Performance: What do participants need to be able to do effectively in their jobs as front desk managers?	Training content of OPD, Billing and EHC & Front Office attached	Other areas of improvement
Analysis of Participants: Who are these participants?	FOE DM CCE BE	Other cross-functional departmental trainings e.g.- Housekeeping and security
Learning Context: Where will the training occur? What constraints do you have or anticipate?	On the job Simulation Training Vestibule training JIT Constraints- Availability of staff for training within working hours	Fun training elements- Mock Drills, Skit, Debate etc

Content Expertise: What experts are available to develop the training content?	Role models Outside invitations for motivational speech	Role models within the organizations Recognition to the staff with the training
Training Expertise: What trained experts are available to deliver the training?	Functional Trainers	Planning of in house training for the trainers on functional ground
Logistical Requirements: What do you need to consider regarding developing and coordinating the training?	Training room Water bottles Projectors Play-cards Notepads Pens Goodies as prizes and gifts	Suggestion box from the employee