

IMPACT ON TRAINING AND DEVELOPMENT ON EMPLOYEES

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INTRODUCTION

TRAINING IS EXPENSIVE BUT WITHOUT TRAINING IT IS MORE EXPENSIVE

-NEHRU

TRAINING is a method of mastering possibilities in a deliberate manner in order to broaden information, capabilities, & attitude, all of which are necessary for effective overall labor performance in order to achieve organisational goals & objectives using most cost-effective means available. As a result, the simple theme of training is to produce "strong overall performance" through employees who are closer to achieving corporate goals. The primary purpose of a supervisor in an employer is to ensure that the employer's aim is met. This is heavily reliant on the supervisor's ability to manage his employees' "performance"

DEVELOPMENT is any learning activity which is directed towards any future, needs rather than present needs, and which is concerned more in career growth than immediate performance.

- It is a long term educational process.
- Refers to philosophical and theoretical educational concepts
- Managerial personnel
- General knowledge purpose

TRAINING



COACHING



TEACHING



KNOWLEDGE



DEVELOPMENT



LEARN



EXPERIENCE



SKILLS



TRAIN THE
TRAINER



PROFESSIONAL
DEVELOPMENT



SUPERVISORY
MANAGEMENT



IN-COMPANY
TRAINING



MANUAL HANDLING
INSTRUCTOR



WORKPLACE
COMMUNICATION

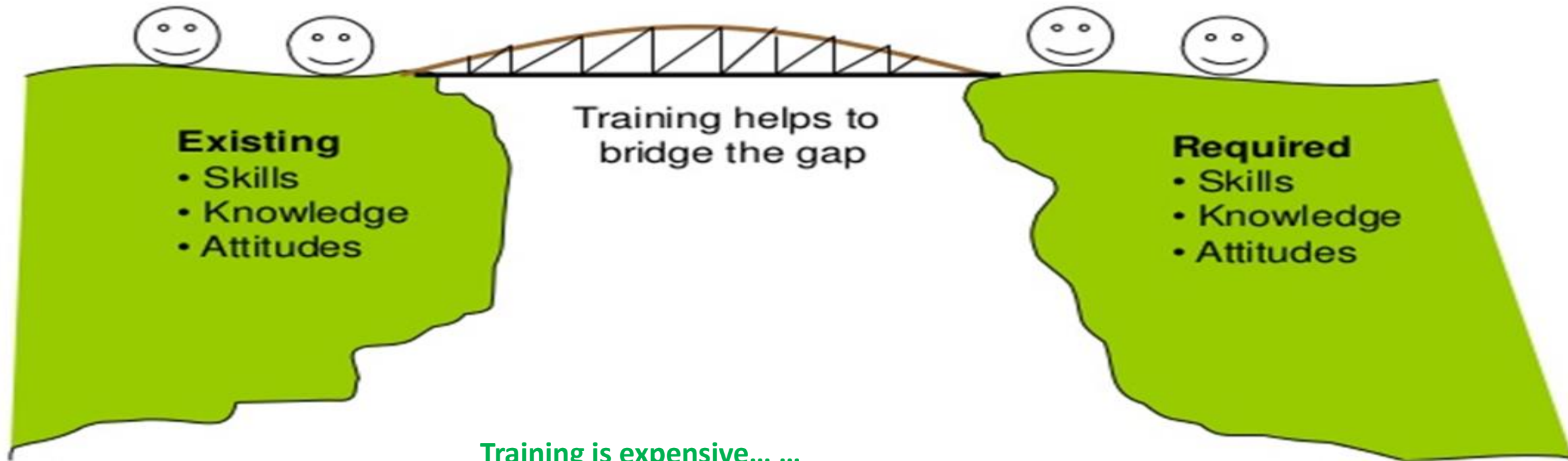


CAREER
TRANSITION



COACHING FOR
PERFORMANCE

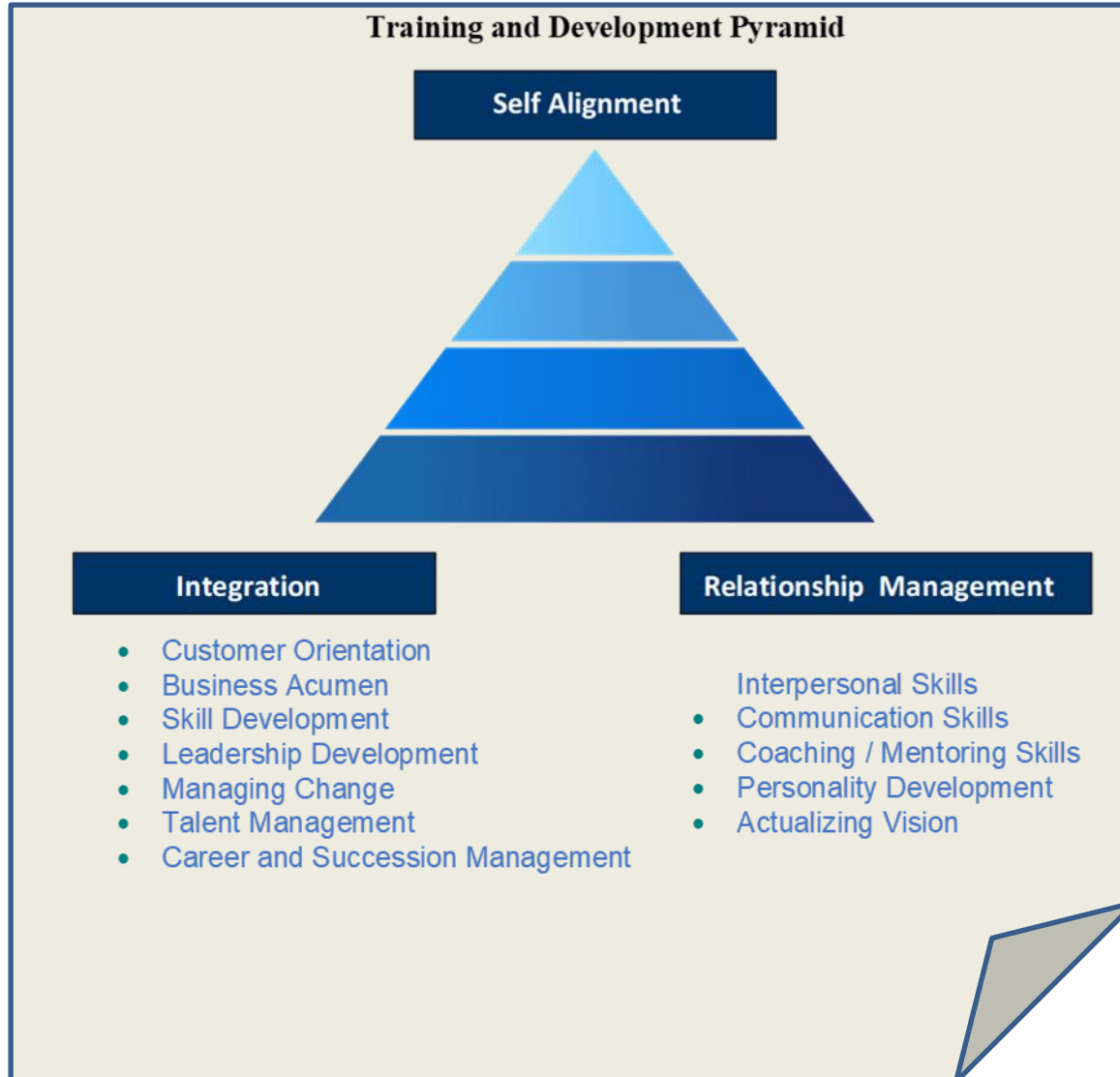
TRAINING ??



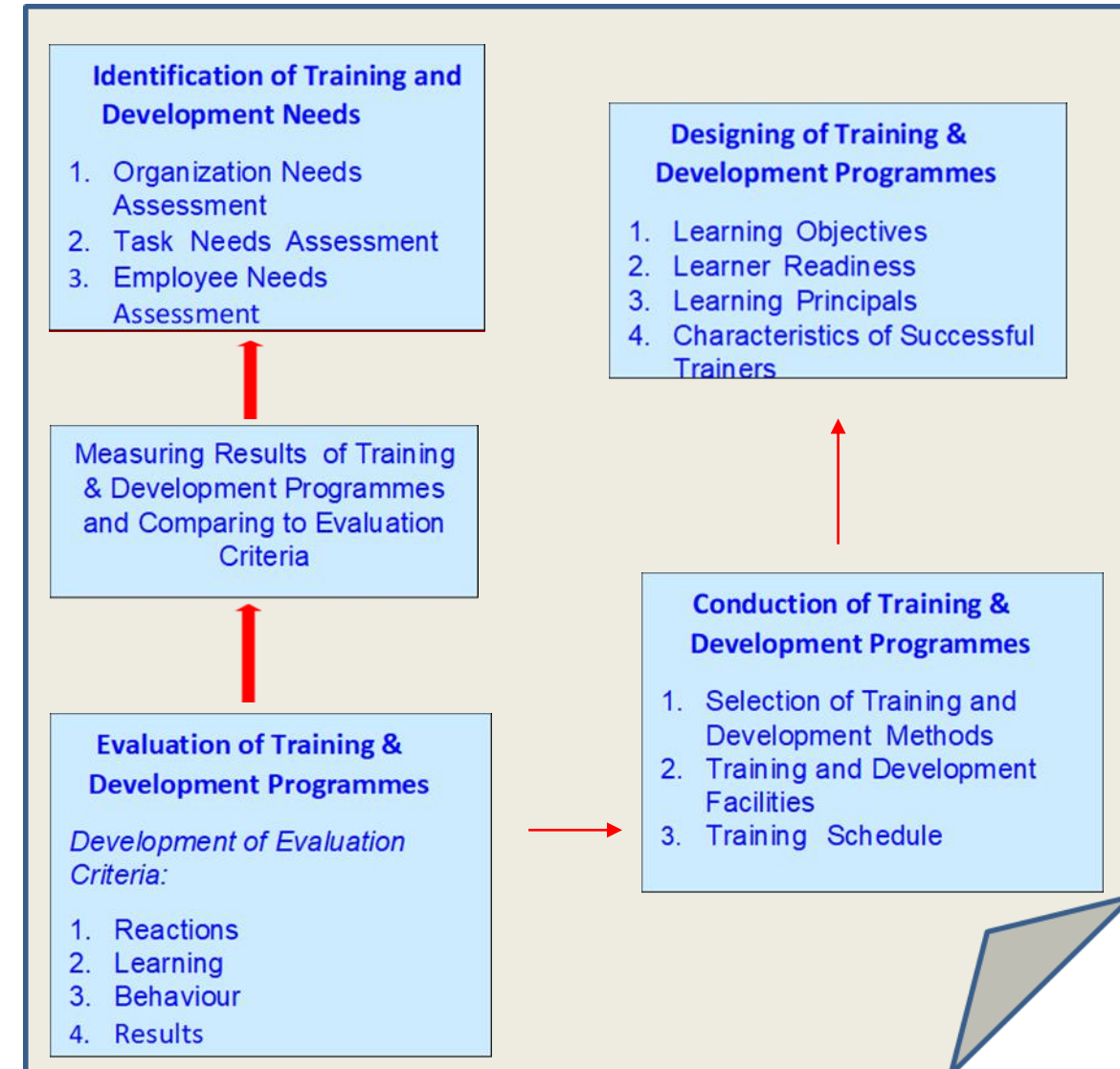
Training is expensive... ..

But without training it is more expensive

Training and Development Pyramid



Training and Development Process:



Benefits of Employee Training and Development Program

Positive Employee Retention



- Effective employee training and development program motivate the employee to stay with the company that helps in improving employee retention rate

Employee Empowerment



- Employee development give a sense of value, and confidence to the employees
- This helps the employees to feel empowered within the workplace

Increase Workplace Engagement



- Regular development initiatives can prevent workplace idleness and improve employee's engagement
- Training and development will also influence company culture by instilling an emphasis on planning.

Training Future Leaders



- Good leadership development programs ensures that an organization is considering the future organizational goals by preparing promotable talent

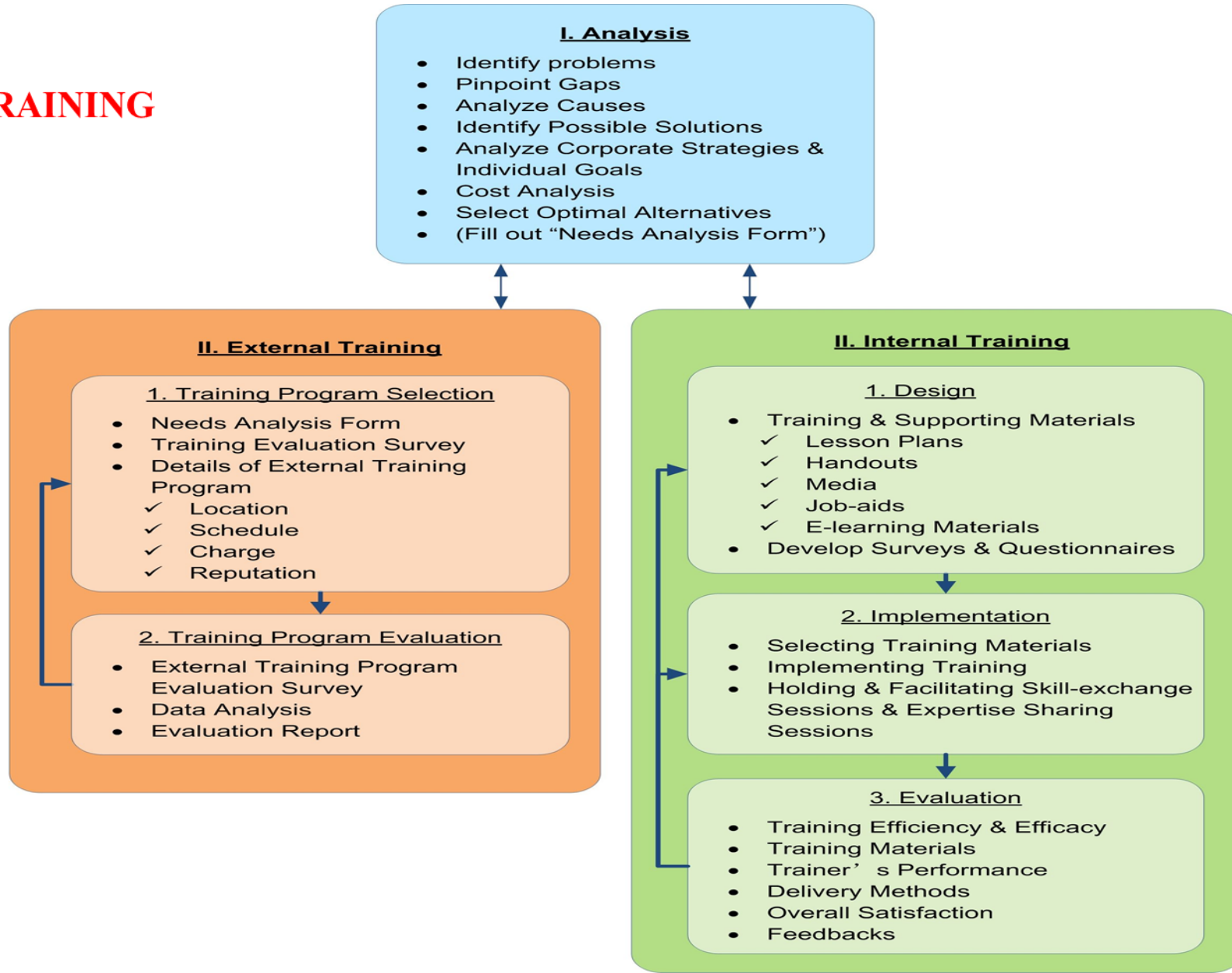
INDRAPRASTHA APOLLO HOSPITALS

- ✓ A public-private partnership enterprise
- ✓ 750 Bedded hospital with the provision of expansion upto 1000 beds in future.
- ✓ 52 specialities under one roof.
- ✓ 20 Operation Theatres (Complex 1 , Complex 2 and in Apollo Cosmetic Clinic)
- ✓ Apollo believes in establishing and growing a strong performance-driven culture with increased accountability and responsibility at all levels. In this sense, a hospital's competency is defined as a combination of the right people in the right tasks, backed up by the proper process mechanisms and metrics. Keeping this visualisation, the Apollo hospital ensures availability of trained manpower and creates space to provide training to all employees as per the policy of the organization. These training and development programmes are offered to officers at various levels. In house and at other places through a defined procedures to complete the stages of training such as
 - i. Identification
 - ii. Preparation and
 - iii. Imparting training



TRAINING PROGRAMMES IN APOLLO DELHI

COMPLETE PROCESS FLOW OF TRAINING IN IMCL



RATIONAL OF THE STUDY

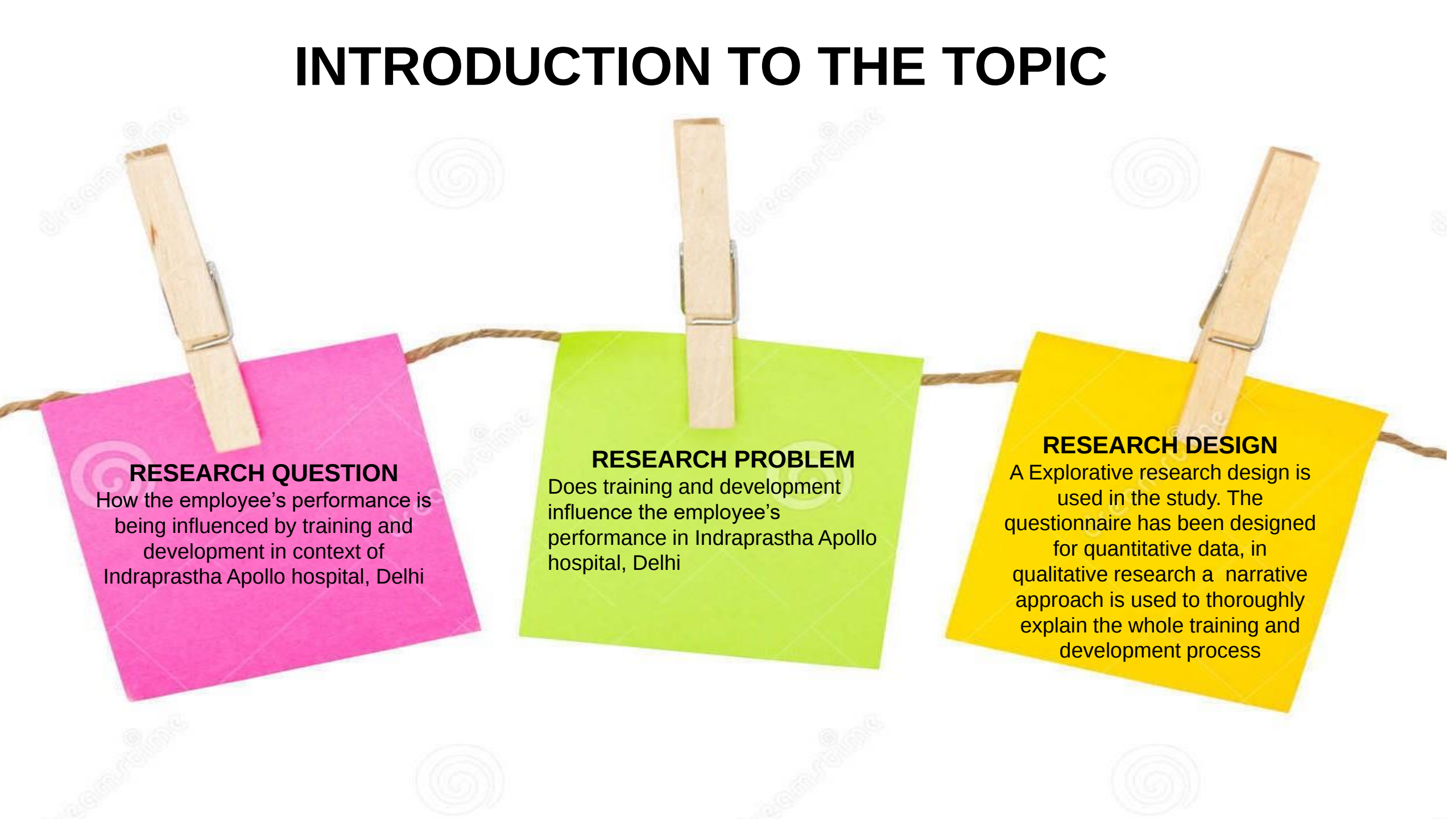
The quality of the training in an organisation is considered the most important factor that determines the success of the organisation. It is true that an expenditure on education. Training and development of human resource is not primarily consumption but an investment which increases productivity and productive capacity of employees when training is effective, it's consequences produce many special advantages for the organization, manager (line & training) and its employees. It is obvious from this statement that for an organization to perform efficiently the human resources must be developed to perform their tasks effectively.

It was envisaged therefore that data generated from this study would enable Apollo hospital to assess its training function more critically and have correct perceptions of the actual situation of training in the hospital.

- i. The findings of the study can motivate line & training managers to focus attention on issues critical to effective development of their work force.
- ii. The findings of the study will be highly beneficial to training department in hospital as the study suggests many ways to develop its human resources

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INTRODUCTION TO THE TOPIC

A string with three wooden clothespins hanging from it. Each clothespin holds a square sticky note of a different color: pink, lime green, and yellow. The notes contain text about a research project.

RESEARCH QUESTION

How the employee's performance is being influenced by training and development in context of Indraprastha Apollo hospital, Delhi

RESEARCH PROBLEM

Does training and development influence the employee's performance in Indraprastha Apollo hospital, Delhi

RESEARCH DESIGN

A Explorative research design is used in the study. The questionnaire has been designed for quantitative data, in qualitative research a narrative approach is used to thoroughly explain the whole training and development process

AIM & OBJECTIVE

**To Study the impact
of training and
development on
employees using
PDCA Methodology**

To acquire a thorough knowledge base on subject of training and development.

The purpose of this study is to see how training affects employees

To understand the present practices enforced in respect of training in the organization and recommend any changes if required

To take feedback and analyze the level of satisfaction amongst employees in respect of training activities and suggest alternatives

LITERATURE REVIEW

AUTHOR

1. Devika chaddha (2018)
2. Anu Singh Lather and Harsh Sharma (2008)
3. Mishra, Priti Suman (2008)
4. R. Krishnaveni and B. Sripirabaa (2008)

ANALYSIS & RESULTS

There is a positive impact of training, and that more training interventions with integrations of the latest technology is required for the furthering the progressions of the employees and their engagement. The relationship between HRM and employee engagement, many researchers have come to different conclusions. Most areas of training and development, education and key educational outcomes Developmental functions are concerned with the measurement and evaluation of education. Verification. Nearly 6% from the private sector, 81% from the public sector, All multinationals are successful in measuring the effectiveness of training.

CONCLUSION

It was confirmed that there is a unique profile of providing training in different institute. Fishbone diagram and graphs helped to enhance the general picture and are functional in monitoring and evaluating impact of training and development on employees.

The most critical root causes of barriers in training are related to the inexperienced trainers, unclear objectives, no standardized method to conduct training, outdated course material and other causes.

METHODOLOGY

3

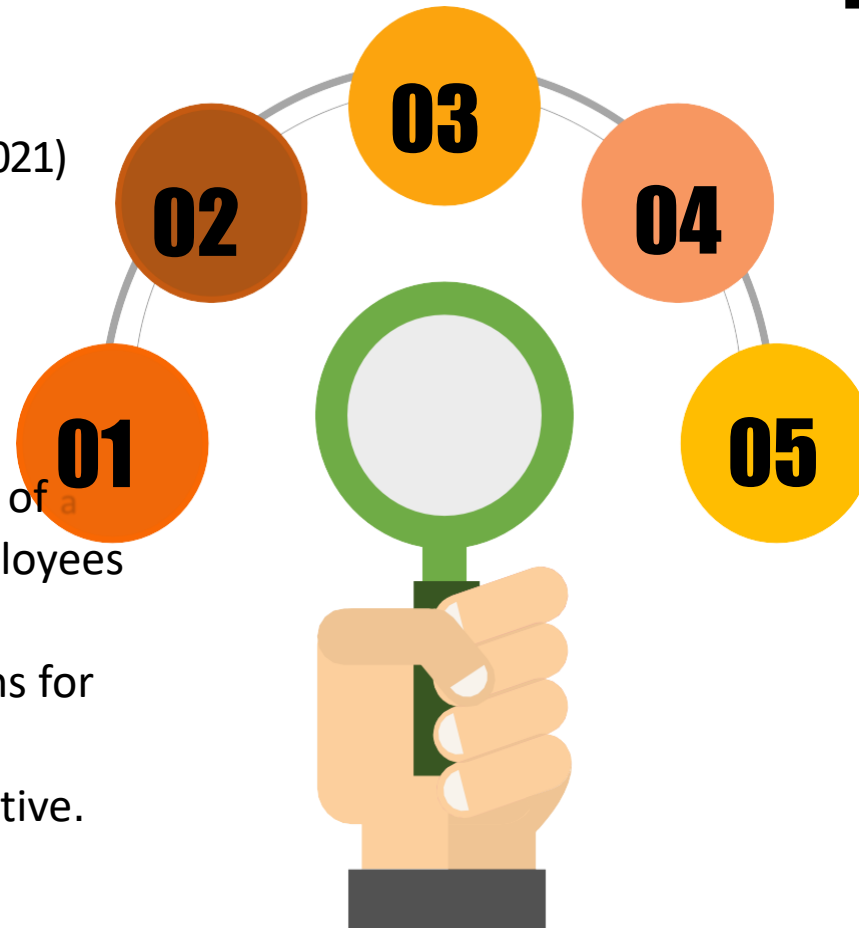
Sampling Technique: Purposive Sampling

2 Study Period

8 weeks (May to June, 2021)

1 Scope of the Study

It judges the enhancement of the knowledge and skills of employees and feedback on its impact. this study gives some suggestions for making the present training and development system more effective.



4 Study Size

50 employees have been selected from all the departments of the organisation and feedback forms (questionnaire) have been obtained. The data has been analysed in order to arrive at present training practises in the organisation.

5 Study Tools

1. Ms Excel version 2016
2. Self prepared Questionnaire
3. Cause & Effect Diagram
4. Graphs and Pie-charts

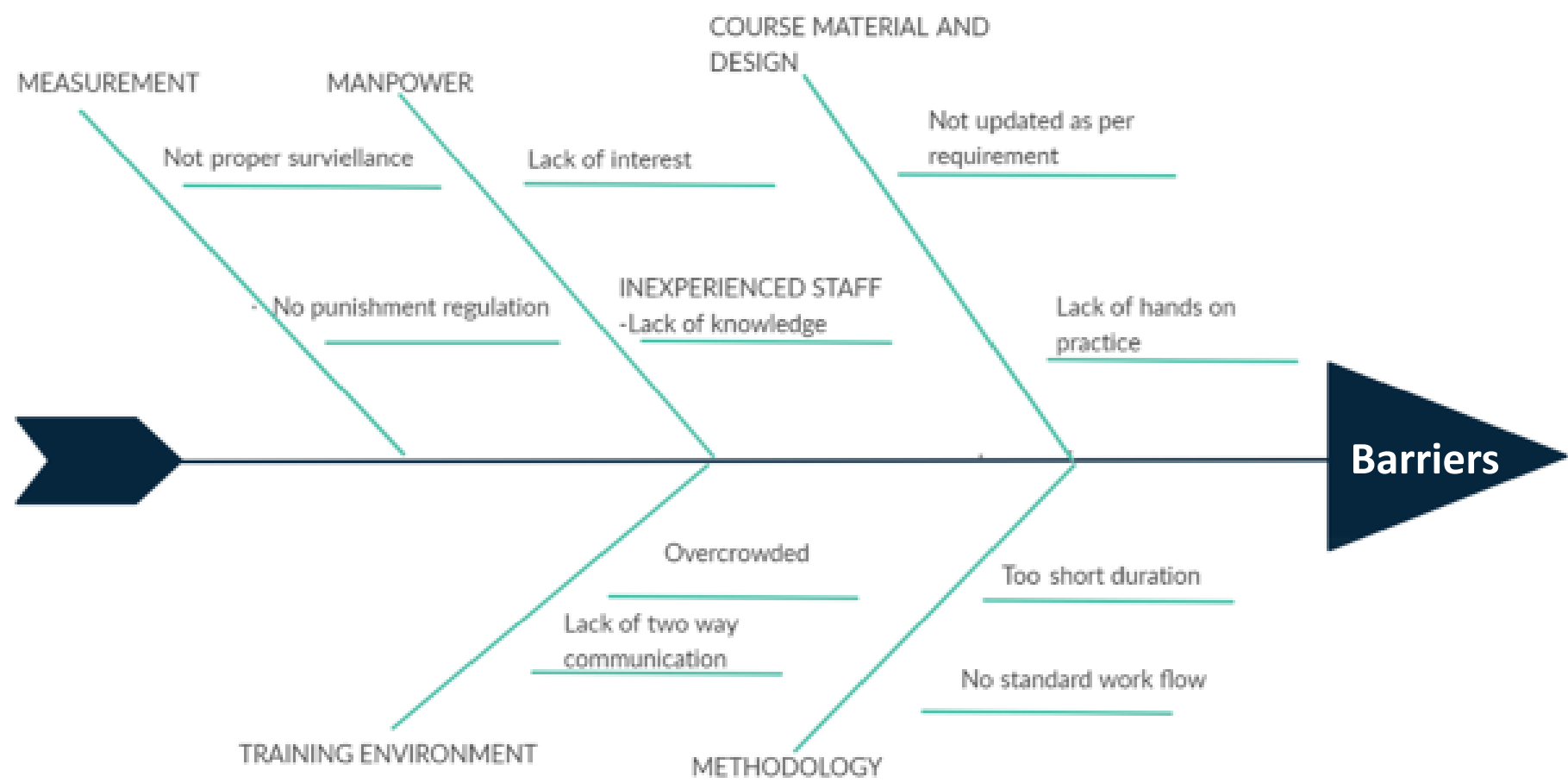
RESULT & DISCUSSION



ANALYSIS

1. Once process performance has been quantified, the analyse phase helps identify possible causes of the problems.
2. Root cause analysis (RCA) is done to uncover causes. Graphs analyzes the frequency of issues.

CAUSE AND EFFECT DAIGRAM (FISHBONE DIAGRAM) FOR BARRERS IN TRAINING AND DEVELOPMENT

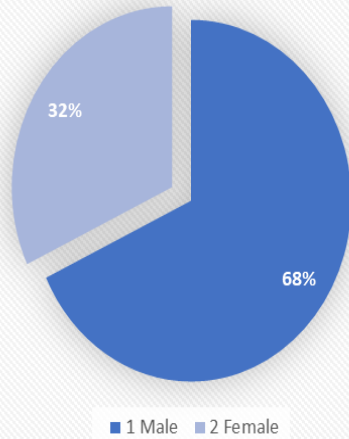


SURVEY

The employees were interviewed and a was circulated among them to find out the “IMPACT OF TRAINING AND DEVELOPMENT”.

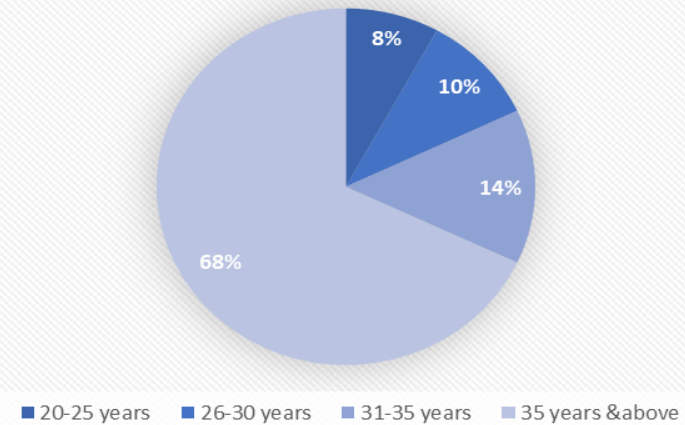
DISTRIBUTION OF RESPONDENTS GENDER WISE

Gender Distribution



DISTRIBUTION OF RESPONDENTS AGE WISE

AGE WISE DISTRIBUTION

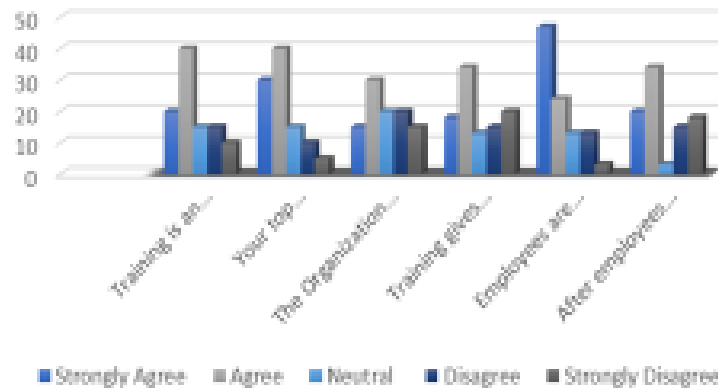


GRAPHS

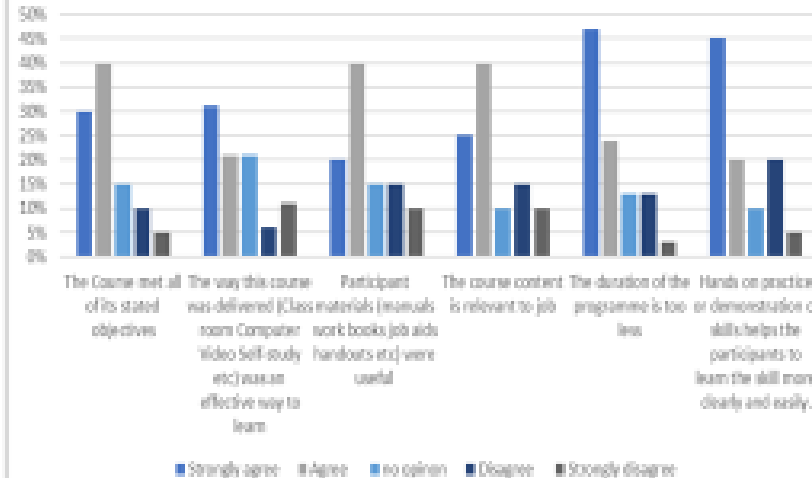


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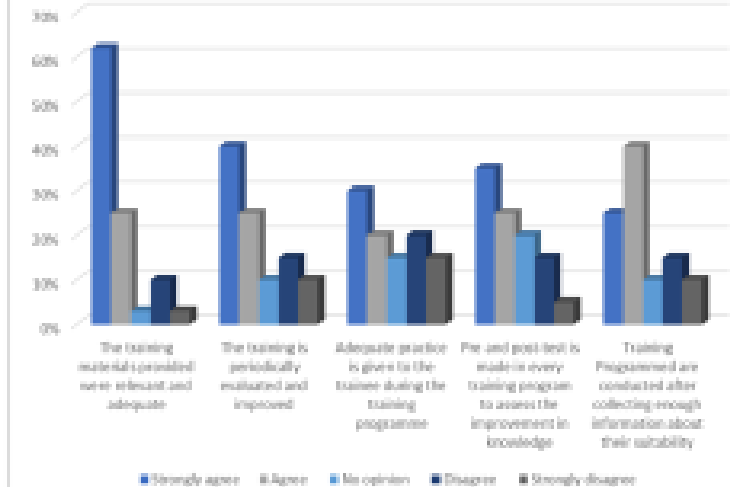
Respondents attitude towards training and development programme



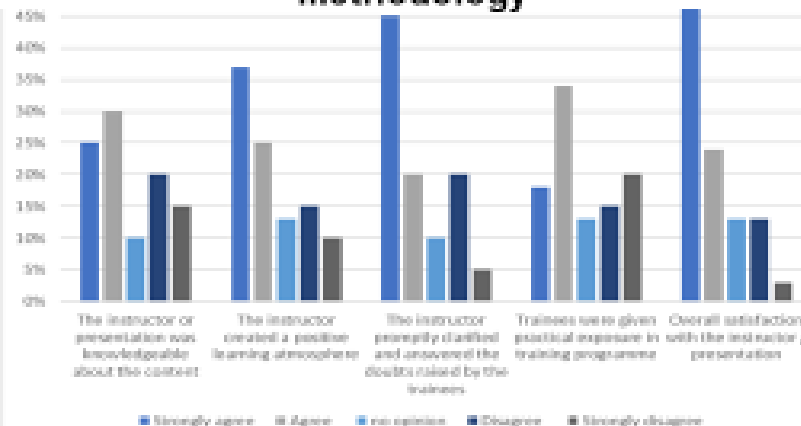
Perception on course design



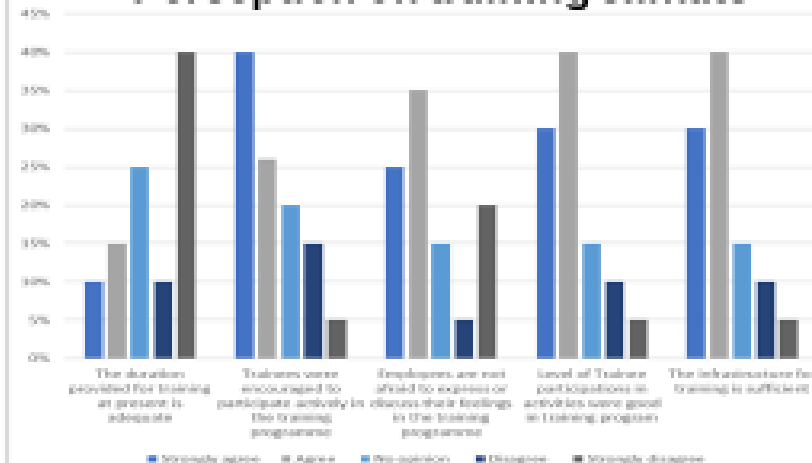
Perception on course administration



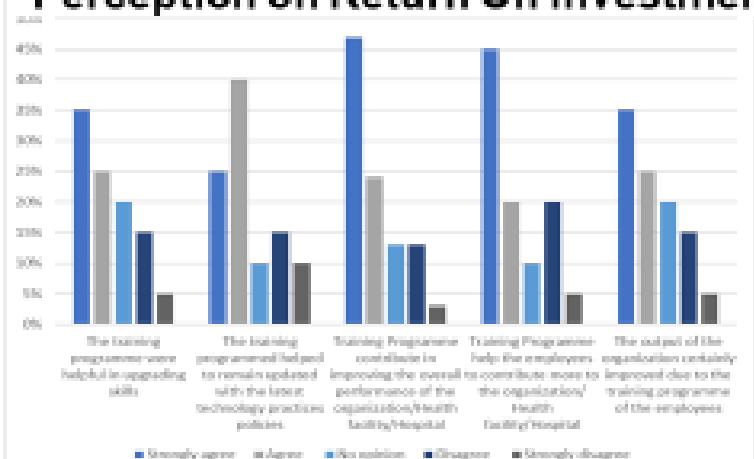
Perception on course instructor & methodology



Perception on training climate



Perception on Return On Investment



FINDINGS



On the basis of analysis made , the following findings are drawn:

- ✓ Maximum no. of employees finds healthy environment at the workplace.
- ✓ Lack of interest in employees act as a barrier in training programme
- ✓ Maximum employees said that they get help whenever require.
- ✓ Employees are satisfied with training and development programme given to them
- ✓ The training programmes has helped in developing skills of the employees.
- ✓ After attending the training programme most employees find their attitude towards their job better.
- ✓ Most employees wants workplace redesigned where training sessions are been conducted and an updated version of training modules should be provided.
- ✓ Employees felt the time wastage during training session. But trainees were satisfied with activities conducted during training program because it was related to their jobs.
- ✓ Majority of the employees also believe that training duration is too short for some topics and suggests that duration should be set as required by the topic.
- ✓ Trainers should focus more on hands on practise so the employees can retain what was taught in the session.

RECOMMENDATION

Some recommendations are made to the company & the personnel based on the findings.

- An app or software should be launched which will contain a dashboard an employees can nominate themselves for the training session which they believe is essential for them as per their choice. And the same app will contain all the info. Regarding the session i.e. their duration, venue, objective and also the modules will be uploaded in the same software

EMPLOYEES

- Employees must take training in a serious way for their own growth as well as the organization's.
- . Employees should adopt a enthusiastic behaviour/attitude toward training.
- Before attending the training session, employees should speak with their supervisors to address any questions they may have.

ORGANISATION

- Organization must take efforts to see that trainees are provided with the best of facilities bringing in new improvement with every training programme
- Suitable training programme development & implementation will aid in increasing training effectiveness

Organizations must develop a training rules that directs the training department & the rest of the company on how to manage training & evaluate its effectiveness

RECOMMENDATION

➤ **CLEARLY DEFINED OBJECTIVES**

- Before the training programme it should be made sure that all the trainee should be clear with the objective of the session.
- The training program's objectives must be in accordance with the needs of the trainees & must be properly stated to them in order for them to be readily accomplished.
- A training programme must be implemented on a regular basis to keep employees up to speed on new technologies & improve their performance.

➤ **TRAINING MODULES AND CONTENT METHODOLOGY**

- High-quality training materials & training aids supplied to trainees will boost their interest & participation in the training, which will help them perform better, communicate more effectively, & build excellent relationships with co-workers.
- Audio-visual training programmes should be given more attention.
- An entertainment session should be implemented during training hours to alleviate trainee boredom

➤ **AWARDS AND ACCOLADES**

- Merit awards & incentives will motivate the learner & that will make him want to participate.

LIMITATION OF THE STUDY

- 
- ❖ The study is limited to employees of APOLLO HOSPITAL IN NEW DELHI, who will be given the questionnaire to complete
 - ❖ This is carried out for a small period of time. Moreover, the data has been collected from secondary source hence the limitation of such source do apply to the survey also. The sample size for survey is also very small.
 - ❖ The response of employees in giving information was lukewarm.
 - ❖ The response given by the employees have to be believed and have to be taken for granted as truly reflecting their perception.

SCOPE FOR FURTHER RESEARCH

- 
- ❖ A comparable study may be undertaken in a hospital to determine the current training system and anticipated changes.
 - ❖ To determine the relative strength of the training system, a comparative research in organisations may be conducted.
 - ❖ Employees at various levels can participate in a similar research to learn about the training system.
 - ❖ A research study about the present conditions of different areas of hospital may be undertaken in order to know the dominant area of the training system.
 - ❖ PDCA cycle can be incorporated .

CONCLUSION

AIM	METHODOLOGY	RESULT	Conclusion
To study the impact of training and development on employee	Graphs and pie charts Cause and Effect Diagram (Fish Bone) Research design:A descriptive research design is used in the study. The questionnaire has been designed for quantitative data, in qualitative research a narrative approach is used to thoroughly explain the whole thing.	This study contributed to the investigation of the magnitude of impact of training and development which is an issue rarely addressed by the management. For this study the sample size was 50. 90%of the total employees participated in the survey and their experiences were shared. They believed that major problems were due to inexperienced trainers, outdated handbooks and lack of two way is a constraint in training process. Employees should develop positive attitude on training. Employees need to consult their superiors before attending the training programme to clarify their doubts. Effective training will help employees become self starters and develop for the competencies such as leadership and team building and be more willing to undertake further training.	The study examines the impact and limitations of training and development programmes at one of the INDRAPRASTHA APOLLO HOSPITAL, NEW DELHI locations. Based on the findings, management can adapt and build new modules for the training and development programme, allowing employees' resources to be exploited to their full potential. Training is an unparalleled resource among the universe's riches; "without training, there is no development." As a result, training and development are an important aspect of any firm. Knowledge and competition will be the hallmarks of the new millennium. As a result, the Apollo Hospital will make every effort to ensure that all employees have a career that they enjoy and that provides many chances for personal growth. When a need for knowledge arises in the system, the business should take steps to keep employees' knowledge and skills up to date by holding training sessions. To assess individual and team performance in terms of organisational efficiency and effectiveness, efficient training and development assessment methodologies are required.

Websites

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- Mishra, P 2008, 'Training and development need analysis for ushering change: a study in Jindal Steel and Power Ltd', Indian Journal of Training and Development, vol. XXXVIII, no.3, pp.63–70.
- Sripirabaa, B. and Krishnaveni, R., Capacity Building as a Tool for Assessing Training and Development Activity: An Indian Case Study. International Journal of Training and Development, Vol. 12, No. 2, pp. 121-134, June 2008, Available at SSRN: <https://ssrn.com/abstract=1135387> or <http://dx.doi.org/10.1111/j.1468-2419.2008.00299.x>
- Saks, Alan & Burke-Smalley, Lisa. (2012). An investigation into the relationship between training evaluation and the transfer of training. International Journal of Training and Development. 16. 10.1111/j.1468-2419.2011.00397.x.
- Textbook

Book	Author
Effective planning in training and development	Leslie Rae
Human resource management	CB Gupta
Human resource management	TN Chhabra
Human capital journal	

Thank You
