

Recent Trends in Training and Developments in Indian Health-Care Sectors in the Changed Economic Scenario.

Nishu Singh* and Dr. B. N. Singh**

* Nishu Singh is a Ph. D. Scholar with Bharati Vidyapeeth (I M R), New Delhi

** Dr. B. N. Singh (Ph. D. – I I T / KGP.) is a Senior Professor of Management

Abstract- Training and Development is a continuous process for improving the caliber and competence of the employees to meet the current and future performances. Training in addition to imparting requisite skills to all levels of employees, executives and managers also aims at changing the behavioral patterns of the employees in a direction which is congenial to achieve the organizational effectiveness, sustainability and growth. In this era of fast changing economic scenario and throat-cutting competitions, it is not enough for any organization just to have solid financial foundations, state of the art technology, automated systems, since the cutting edge of competitive survival is now the quality of the human resources which decides that which organization would ultimately survive in the long run. Health-care sector is an important sub-set of the services sector, whose growth is forecasted to be the fastest in the changing economic scenario of the country, particularly after the entry of the MNC health-care organizations in the Indian sub-continent. In view of the above, it has become absolutely essential for all health-care organizations to once again reorient and revamp their entire organizational strategies in respect of procuring, retaining, developing and grooming their human resources in such a way that they are not only useful and valuable and most important human assets for the present, but are proved to be the most vital and unique for the future also.

Index Terms- Economic Scenario, Automated Systems, Health-Care, Human assets.

I. OBJECTIVE OF THE STUDY

The main objective of this study is to make a comparative study of the changing needs of the Training and Developments of the organizations in general and health-care services sector in particular in view of the post economic liberalization of the country specially with the advent of M N C s Health - Care Sectors in India.

II. REVIEW OF LITERATURE

With increasing importance of the human resources and mounting demands of the well educated, trained, knowledgeable and talented employees all over the world as a competitive advantage for the corporate houses and industries to face the global challenges and competitions, management scientists and researchers went on exploring the various ways and means to improve the quality of human resources and trying to integrate

the training and developments systems into the organizational systems for its survival, sustainability, growth and prosperity.

The first set of research findings in this direction came from Cooper et. al. who stated that - there is a always a direct positive correlation between the training programmes and employees enhanced job involvement and performance. He further suggested that - there should be some recognition and financial benefits for the high performers at the training programmes which is likely to reflect in the form of employee's high performance and enhanced level of motivations to learn and acquire new skills, knowledge and competencies essential for organizational growth and prosperity.

Further researches in the field by Peterof (1993) said - that comprehensive training and development programmes help the organization in deliberating on the knowledge , skills and attitudes necessary to achieve the organizational goals and also create competitive advantage over its competitors. Expanding the research horizon, Robbin and De Cenzo (1998) commented that -training is very-very important in all aspects of organizations, since training has been traditionally defined as the process by which an individual attempts to change his level of knowledge, skills, behaviours and finally attitudes which at the end decides the tangible prospects of organizational growth and prosperity.

Researches in the fields of training and developments gained actual momentum during the late 1980 s, while classic researchers like Russell, Tergberg and Powers (1985), Bartel (1994), Glenni and Wnuck (1997), Barak, Memon and Hartel (1999) suggested that - that training has significant effect upon the employee's performance. According to the top Management Expert Peter Drucker (1999) - " The most valuable asset for the 21st. century organization would be its knowledge workers and their resultant productivity ".

Research studies of Mwita (2000) found that - Performance is the key element to achieve the targeted goals of any organization, performance is always considered to be the major multi-dimensional construct aimed at to achieve the organizational results and has a strong linkage to the strategic goals of the organization. Collaborating this view, Dassler (2000) also suggested that - the primary role of any training is fundamentally improve the employee's inherent skills for the present and future assignments and responsibilities. According to him, training helps the employees to change themselves with all possible aspects of technology changes and mounting competitions. Important research studies of Kole (2002) also recommended that - employees are able to learn new concepts, refresh their skill sets, improve their work attitudes and ultimately boost the productivity and quality of services to attain maximum customer satisfactions. Research studies of Karla (

1999), Karla and Ahmad (2000) and Acton and Golden (2002) also stated that - training facilitates the updating of skills and leads to enhance commitments, well-being and sense of belongingness of the employees which directly results in enhancing and strengthening of the organizational competitiveness.

According to the vital research findings of Starorouetals (2004), Apospori, Nikandrou and Papalenzandris (2008), it was concluded that - in order to ensure that the employees are equipped with the right types of skills, knowledge, talents and abilities to perform their assigned tasks, training and development plays its crucial role towards the growth and success of any business. To meet the current and future demands, training and development process has assumed the new strategic role. Further, according to Colombo and Stance (2008) - training has been an important variable in increasing organizational productivity. Hence, training is a tool to fill the gap and it should be used by the firms wisely to improve the employees productivity. In other sense, training plays a vital role in improving the performance, as well as the productivity and eventually puts the company in the best position and to face the competitions while remaining at the top. Collaborating these views of the researchers, V. S. Rama Rao (2010) found that - training is an act of increasing the knowledge and skills and it also helps the workers to improve their performance. Training also enables the employees to do their jobs more efficiently at the present while preparing themselves for the higher level of jobs in the future.

The most important aspect of these findings from the beginning of 1980s to till date that they all were aiming at different aspects training and development, mostly in the manufacturing and general services sector and none of them ever attempted it for the health-care sectors, which remains an important research gap. It was Miller et. al. (1996), who for the first time attempted to sincerely correlate various aspects of training and developments in the health-care sectors and also to examine its need and impact upon the services sector employees so far their growth and potentials were concerned having direct reflections on the organizational success, growth and sustainability in the global market. But again, things have changed drastically the two decades and his findings no longer remain to be a guide line for future researchers in the fields of health-care services sector. Hence this study is another honest attempt to study and identify the specific training and development requirements for the fast coming health-care sectors and to come with the appropriate suggestions and recommendations, which may benefit the strategic designing of the training needs of the employees, staff, Nurses, Doctors, Medical Administrators and others working in the broader spectrum of the health-care sectors.

III. FORMULATIONS OF HYPOTHESES

Based upon the review of the available literature, the following two hypotheses are formulated :

The old and traditional training and development systems are no longer capable of providing the requisite cutting and competitive edge to the health-care sectors for existence, survival

and growth, considering the human assets to be most important and vital.

#There is no other alternative but to go for strategic structural changes in the organization in terms of training and developments, if the health-care sectors really want to survive the throat - cutting global competitions, which ultimately would decide in future, their survival, sustainability, growth and maximizations of profits and the net worth of the stake holders.

IV. METHODOLOGY

This study is basically an experiential study based on the following methods:

1. Pilot survey of some of the prominent health - care organizations.
2. Structured one is to one interview methods.
3. Secondary data through various periodical reports published by the central and state governments and other similar agencies and N G O s.
4. Syndicate methods and opinion poll of the experts.

V. INTRODUCTION

Training and Development is an integrated sub-system of any modern organization destined to survive the throat-cutting global competitions having the inherent potentials to grow faster and faster in almost all services sectors with particular reference to the health-care services sector, whose growth rate has been projected to be one of the highest amongst all constituents of the G D P and National Income as per the various economic surveys. To keep pace with the changing needs of the highly talented and sophisticated human resources, training and development strategies have also changed dynamically from its traditional models to the latest ultra-modern and contemporary models having its focus on the overall and all round developments of all ranks and files, shifting from the fundamental concepts of various skill acquirements to that of competency building with added importance of behavioral and attitudinal modifications in the multi-cultural environments of team building and leaderships. To be frank, the routine functions like recruitments, selections, trainings, developments and compensations of the Human Resources Departments have been long taken over by modern functions of talent acquisitions, talent and knowledge managements, competency profiling and mapping gradually re-designating the Human Resources Manager as the Chief People Manager, whose main responsibility becomes enhancing the real and net worth of the human assets to provide the company its competitive edge over its thousands of competitors spread all over the world.

VI. ANALYSIS AND DISCUSSIONS

To be realistic, one has accept with absolutely open mind that there is an ocean gap between the training and development and related human resources strategies for the traditional agriculture, manufacturing sectors and the latest upcoming services sector, whose contribution to the National Income and G D P is substantial for any country and there is a boom for the

services sectors (including health-care sectors) all over the world.

Earlier, the whole emphasis on human resources developments were on enhancing some of the necessary academic and technical skills for different categories of employees, supervisors, executives and managers as per the training need analysis of the specific organizational requirements for the future growth, sustainability and developments. But, with the opening of the economy and mounting importance of the upcoming services and retail sectors including the most vital health-care sectors which is spreading its wings all over the country by setting up various health-care services, which includes some of the following :

1. Large and big hospitals like Appollo, Fortis, Max etc.
2. Large scale diagnostic Centers.
3. World class R & D and research centers.
4. Health and life care centres.
5. Medical and health insurance services

In order to provide these types of services, the health – care sectors require the following types of specialist trainings for its various categories of staff, officers, medical and Para-medical staff, administrators for making them fit and worthy not only for the present but also for the future requirements so that the organization is ready to accept the future global competitions and challenges for its growth, expansions, diversifications, mergers, acquisitions etc. :

1. Academic enhancements both in-house and out-house for all staff.
2. Technical enhancements both in-house and out-house for all staff.
3. Multi - skilling's for specific positions.
4. Human skills for senior and superior positions.
5. Communication skills specially for the Receptions, Public Relations, Customer Relations and Grievance and Complaint handling staff.
6. Strategic skills for all Sales, Marketing, Publicity and Branding staff.
7. Behavioural and attitudinal reinforcement trainings.
8. Employee engagement trainings.

VII. SUGGESTIONS AND RECOMMENDATIONS

On review of the available literature and various research findings, based on the field survey, pilot studies, results of the structured interview and opinion poll of the experts in the field, the following suggestions are recommendations are made :

1. Training and development of all human resources is a continuous process and it should be into the imbedded in to the organizational systems.
2. Human assets are the most vital and important amongst all assets and hence it should be controlled and groomed by the top experts and professional in the field and never by less competent persons.

3. Training and development activities should not be treated as none - productive activities and should not be therefore ignored any further.
4. All training and development related expenses should never be treated as expenses as is done at present in most of the traditionally managed organizations. Instead, it should be considered as the most vital and long-term investments and should be accordingly reflected on the Asset side of the Balance Sheet as per latest concepts of the Human Resources Accounting Systems followed in some of the top M N C s.
5. Remaining all other vital factors like finance, technology, modernization etc. to be constant for all top players in any given sector say like Health-care sectors, the competitive edge for being successful and to become the market leader, is ultimately provided by the quality of the human resources that an organization retains and maintains and naturally it becomes the deciding factor for the organization's, success, growth, sustainability and profitability in the long run.

VIII. LIMITATIONS OF THE STUDY

The present study is not free from limitations. Some of the common limitations are:

1. Limitations of time.
2. Limitations of funds to undertake detailed study.
3. Limitations of resources.
4. Limitations of the primary data.
5. Limitations of the secondary data.
6. Balanced responses of the experts.

IX. FUTURE SCOPE OF THE STUDY

There is a tremendous future scope for this vital study on the emerging issues of the training and development needs of the health-care sectors which is on the boom.

The future researches should make sincere attempts to empirically study the different facets of the business cycle of the upcoming health-care services offered by various organizations vis-a-vis its impact on the indian economy with particular reference to the Foreign Direct Investors (F D I s) and M N C s and try to integrate and reorient the entire training and human resources strategies with the organizations long term strategies for continuous growth, developments, sustainability and ultimate prosperity.

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AUTHORS

First Author – Nishu Singh , is a Ph. D. Scholar,Bharatiya Vdyapeeth (I M R – New Delhi), E.mail. Id.

nishuramjee@gmail.com

Second Author – DR.B. N. Singh (PH. D. / IIT –KGP.), is a Senior Professor of Management., E.mail. Id.

drbnsingh1@gmail.com