

AMBULATORY HEALTH CARE STAFFS' PERCEPTION OF THE INFLUENCE OF TRAINING ON PERFORMANCE

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ABSTRACT: *Organizations invest in improving skills, competences, and knowledge of employees to enable them do better on their jobs. Investing in people development is crucial for bolstering organizational performance. Training assumes great significance in the healthcare industry as personnel need to update their skills, understanding of health needs of patients and to offer quality healthcare services to patients. The researchers set out to explore healthcare staffs' perception of the influences of training on performance.*

KEYWORDS: Healthcare staff, perception, training.

INTRODUCTION

Nowadays, one of the major topics is employee training and development programs in any organization. Training ensures the stability and performance of employees. It is believed that when an organization administers good training and development programs for their employees, it gets higher productivity and financial returns in business. It is very difficult for an employee to perform well at the job place without any pre-training (Thomas N. & Garavan, 1997). Trained employees perform well as compared to untrained employees (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al.2001). More researchers such as Flynn et al. (1995), Kaynak (2003), and Heras (2006) support the view on the importance of training for the employees to facilitate organizations achieve their overall goals. Training and development increase the overall performance of the organization (Shepard, Jon et al., 2003). Although it is costly to give training to the employees, in the long run it gives back more than it takes (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Every organization should develop its employees according to the need of that time so that they could compete with their competitors (Carlos A. Primo Braga, 1995). Data has been collected from a Government Health Care entity in the middle-east to test the perception of ambulatory health care staff on the influence of training & development and staff performance in the organization.

Organizational Profile

The Health care entity chosen for the research is owned by the Government in the UAE and formed under the Emiri Decree No. (10) Of 2007. It was officially launched on 29th December 2007. The formation of this entity is a measure from the Government of UAE to improve its healthcare sector and launch reform initiatives and marks one more step in the realization of the Presidents' dream of the UAE's vision to offer its' people top healthcare facilities in the world.

The Government Healthcare entity was formed to manage and develop the curative activities of the public hospitals and clinics of the Emirate of UAE. It is listed as an independent ‘ public joint stock company (PJSC) and possesses and runs 12 hospital facilities, 2,644 licensed beds, and more than 40 Ambulatory and Primary Healthcare Clinics. It is also one of the biggest employers in the Middle East and employs more than 15,500 doctors, nurses and other clinical staff and administrative employees. The Government Healthcare entity provides world’s leading healthcare services, locally, by partnering with internationally recognized healthcare leaders such as Johns Hopkins Medicine, Cleveland Clinic, Bumrungrad International, Vamed, and Vienna Medical University.

The Government Healthcare entity also has a subsidiary by the name of Ambulatory Healthcare Services (AHS). AHS was created to assist and supply an exceptional combination of diagnostic and treatment services that a hospital can provide along with the personalized care that a small clinic offers. AHS intends to increase the standards of healthcare facilities across the Emirates by providing ample facilities at its Ambulatory Healthcare Centers.

With these Ambulatory Healthcare Centers, patients looking for routine medical care can make use of quality healthcare services in a convenient, reachable and affordable setting without having to go to a hospital. These centers maintain a standard of care and highly qualified healthcare providers manage and monitor a patient’s condition continuously. Further if the patient requires, the care can be synchronized with other specialist services or providers by referral to specialized ambulatory centers or admission to a hospital.

Importance of Training

Training is a sequence of experiences or opportunities designed to modify behavior in order to attain a stated objective (Hesseling, 1971). Adeniyi (1995) explains the importance of staff training and organizational development. He defines training as a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. Training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth (Chris,1996).

The continuous changing scenario of business world, training is an effective measure used by employers to supplement employees’ knowledge, skills and behavior (Seyler, Holton III, Bates, Burnett & Carvalho, 1998). The main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources – i.e. managers. (Stavrou et. al., 2004).

The main goal of the training programs is to enhance the employee knowledge and skills; on the other hand, there are advantages and disadvantage that affect the training and development programs in both individuals and organizations. The below table shows the benefits of training on both parties:

Benefits of Training and development		
	Individuals	Organizations
1	Learn to solve own problems.	Improve productivity, quality and innovation.
2	Have a better relationship with colleagues and greater confidence.	Increased employee satisfaction and commitment, which can lead to improved retention.
3	Improve work-life balance.	Support other training & development imitative.
4	Acquire new skills and abilities.	Support employees who have been promoted to cope with new responsibilities.
5	Learn how to identify and act on development needs.	Show employees that the organization is committed to developing its staff and helping them improve their skills.
6	Make employees feel like they are the part of the business.	Increase the quality of the product or service.
7	Increase employee loyalty.	

Furthermore, cultural Training is an organizational development model that provides the structure that defines how the organization's members can interact with their working environment and how best the results are obtained.

There are many options and ways for developing a training culture within an organization. First, Human Resources Department must identify and clarify what training is, what are the benefits of it, and how it could help employees at their workplace in order to convince them of the importance of this program. Second, top management must support training programs by bringing best trainers/instructors, removing all barriers during training process, and motivating employees by linking good results of training with rewards and bonuses.

LITERATURE REVIEWS

The subject, "The relationship between the staff training program and the organizational development" has been discussed and analyzed by many researchers in the past. In this aspect, taking into consideration the Government Healthcare entity's plan to reduce the spending on the forthcoming training and development programs in the organization, this paper has tried to measure the potential impact of the decision on the organization's future. The researchers have studied and analyzed the various findings of the past researches in this area using primary as well as secondary data. The secondary data has been collected by referring to several literature reviews as mentioned in this section.

Mwita (2000) strongly believes that the performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization. Moreover, his study explains how the performance increases the effectiveness and efficiency of the organization which is helpful for the achievement of the organizational goals. Similarly, Armstrong M (2000) endorses Mwita's view regarding the need of the training in the organization emphasizing on the design of the training program based on the requirement of

the job description. The design of the training should be according to the needs of the employees (Ginsberg, 1997).

How shall any organization draft the training program? Partlow (1996), Tihanyi et al. (2000) and Boudreau et al. (2001) explains it in details further. Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results. It has been thoroughly studied and observed by Tsaurand L. (2004) that Training design plays a very vital role in the employee as well as organizational performance. If the program is designed badly then it would be a loss of time and money to the organization. On the job training helps employees to get the knowledge of their job in a better way (Deming, 1982). It is better for the organizations to give their employees on the job training because it is cost effective and time saving (Ruth Taylor et al., 2004). In order to learn the practical ways for the employees to carry out their job responsibilities, job training is the most important. (Baum T. et al., 2007). In Gordon's viewpoint (1992), Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively. In the development of organizations, training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This leads to the common agreement that there is a significant difference between the organizations that train their employees and organizations that do not (April, 2010). Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees (Evans and Lindsay, 1999). The more highly motivated a trainee, the more quickly and systematically a new skill or knowledge is acquired. That is why training should be related to money, job promotion, etc, i.e. something which the trainee desires (Flippo, 1976).

Training not only develops the capabilities of the employee but sharpens their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2006). The training programs enable employees to deal with the customers in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue & Guzzo, 2004). The above scholars' viewpoints strongly recommend the importance of staff training and development programs for any organization to grow. Referring to aforesaid literature reviews and considering the Government Healthcare entity plan to curtail the training programs in the forthcoming years, this paper has tried to assess the possible impact of the Government Healthcare entity's prospective decision on the vital health services for the residents of UAE Emirate.

Objective of the study

To examine on how training and development to be beneficial on employees.

Research Hypothesis

AHS is a healthcare service company that manages clinics and has its own specialty and practice of delivering services to the patients. In order to provide a healthy environment to UAE community, the company must consider the training and development programs to its staff to be able to be in line with the new medical technology or equipment and continue serving the best healthcare services to the public, I have set the below hypothesis to affirm my viewpoint regarding the training need in the Government Healthcare entity.

H₀: There is no relationship between training and employee performance among health workers in the Government Healthcare entity -AHS.

H₁: There is a relationship between training and employee performance among health workers in the Government Healthcare entity -AHS.

RESEARCH METHODOLOGY

The main focus of the study was primarily on understanding the the Government Healthcare entity -AHS employees' ability to manage with their daily job duties under current circumstances and aimed at the perception of stakeholders' opinion attributed to the training event. Referring to several literatures in the research area, the questionnaire was designed to understand the impact of the training in Ambulatory Healthcare Services (the Government Healthcare entity) staff performance. It is split in two parts; the first part includes the current performance of the availability of the training and development program to the staff, while the second part talks about the future performance of the company in case the training and development programs are not available to the staff.

The researchers wanted to know the relationship between training and employee motivation and how training and development programs can help to increase the employee's motivation or not (question No. 10). Also to find out if the training and development programs effect on increase / decrease employees productivity and company financial status, the researchers included question No. 11. Question No. 12 specifies and checks whether the training and development programs support AHS employees to increase their ability and performance or not. Similarly, question number 13 inquires, in case of the AHS suspend the training and development programs will they continue providing the better service or not. In Question number 15, in case if AHS suspends the training and development programs, can staff handle the new medical technology and equipment or not and Question number 16, in case if AHS suspends the training and development programs, will AHS achieve better productivity by saving the cost or not. As shown in table (1) below, the research questionnaire was sent to more than 125 employees, out of this total number of employees, 52 responses were received through survey monkey (online), out of 52 respondents 48, which form around 92% of the total respondents, were accepted as fully answered however, 4 (around 8% of the total respondents) were excluded as they were incomplete. During the analysis process, SPSS program was used examine the collected data through the survey monkey.

Table (1):

Case Processing Summary			
		N	%
Cases	Valid	48	92.3
	Excluded	4	7.7
	Total	52	100

Analysis

This research study finds out the impact of training on employee performance. For this purpose, health sector in UAE has been selected to complete the study and its purposes.

Simple random sampling has been applied to guarantee that specific groups within a population are adequately represented in the sample and the efficiency is improved by gaining greater control on the composition of the sample. The below table (2) shows the reliability testing of the questionnaire that all the questions are reliable as supported by the Cronbach's alpha value of 0.89, which indicates high level of understanding of questions and clear concepts among all the respondents.

Table (2):

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.889	0.891	11

Moreover, in order to find the correlation between the two variables (training and the performance of the staff) factor analysis and simple regression analysis (ANOVA one) was used to analyze the data.

The study results show that the correlation coefficient between training of employees and performance of health workers in the public health institutions in UAE is 0.67. This is significant at $\alpha = 0.05$ level. The correlation coefficient shows there is a strong positive relationship between training and employees performance.

The researchers accept the hypothesis at $\alpha = 0.05$ significance level and concludes that there is a relationship between training and employee performance among health workers in the Government Healthcare entity –AHS –UAE. Moreover, the result of the study (Table 3), states the $R^2 = 0.739$ which means that more than 73% of variation in employee performance is brought by training programs, thus will enforce the concept of the relationship between the training programs and the employee performance among the health care worker in AHS. At the same ANOVA analysis (Table 4) shows that the significant level is 0.00 which explain that the study confirmed the strong positive correlation between training and the performance among the health care workers at significant level of 100%.

Table (3): Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.739	.677	.58978

Table (4): ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.449	9	4.161	11.962	.000 ^b
	Residual	13.218	38	.348		
	Total	50.667	47			

Table (5): Factor analysis

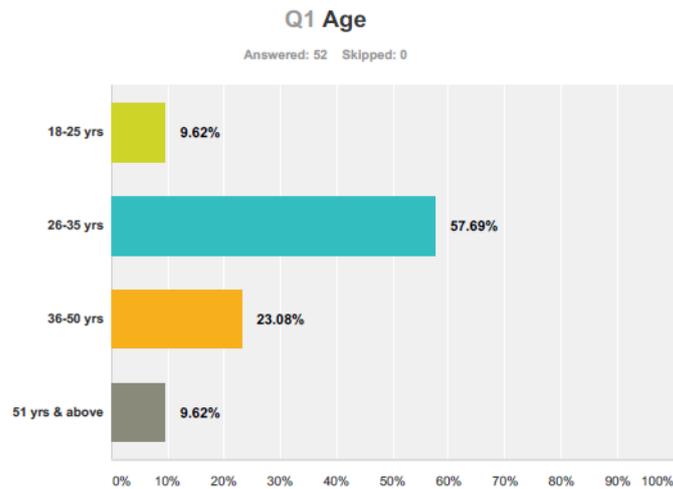
Total Variance Explained						
Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.332	48.468	48.468	5.332	48.468	48.468
2	2.763	25.117	73.586	2.763	25.117	73.586
3	.652	5.924	79.510			
4	.535	4.863	84.372			
5	.417	3.789	88.161			
6	.336	3.056	91.217			
7	.302	2.748	93.965			
8	.204	1.857	95.822			
9	.192	1.742	97.564			
10	.168	1.531	99.095			
11	.100	.905	100.000			

Factor analysis shows the technique used to reduce large amount of questions into view variables or factors according to their relevance. In my research my two factors are training and performance (see table 5) the first three questions which shows a high score. As we can see in table 5 the first component scored 48.468 it is related to question number 12 that respondents agreed the training and development programs resulted higher employee performance in the Government Healthcare entity-AHS.

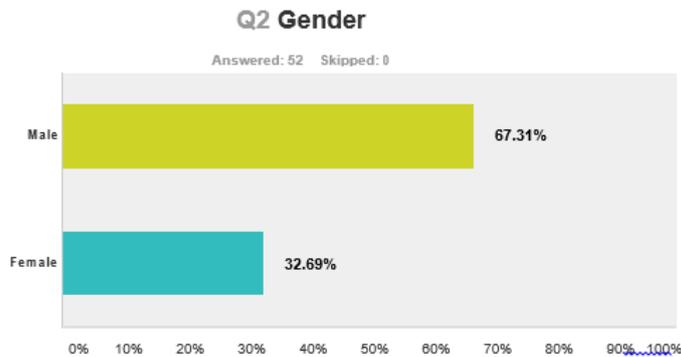
Second component that scored 25.117 is related to question number 13 that the respondents disagreed with Government Healthcare entity - AHS will continue better services to the patients without training its doctors and nurses for innovative medical practices.

In addition, third component scored 5.924 it is related to question 15 in the survey; respondents strongly disagreed that the staff can handle the new technology and medical equipment's without providing training and development programs to Government Healthcare entity -AHS staff. The below mentioned graphical representation provide the overall view about the way, survey has been carried out.

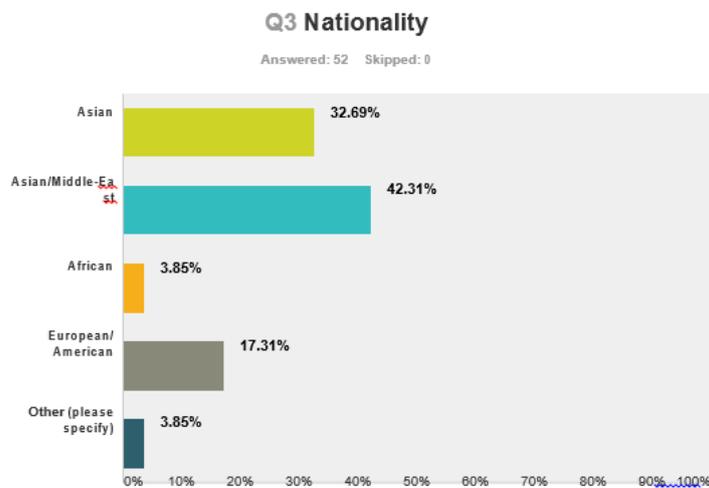
The questionnaire is divided in two categories. The first part collects the Government Healthcare entity -AHS employees' opinions about the existing training programs. The second part mainly focuses on the perception of the employees about the Government Healthcare entity's future when the training and development program would be inactive.



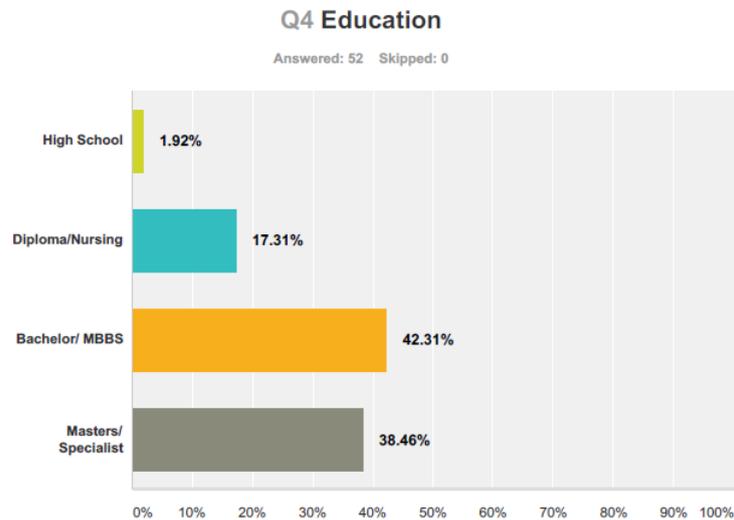
Question 1 shows the age of the respondents which includes 9.62% from age 18 – 25, 57.69% from 26- 35, 23.08 % from 36- 50 & 9.62% from 51 years old and above.



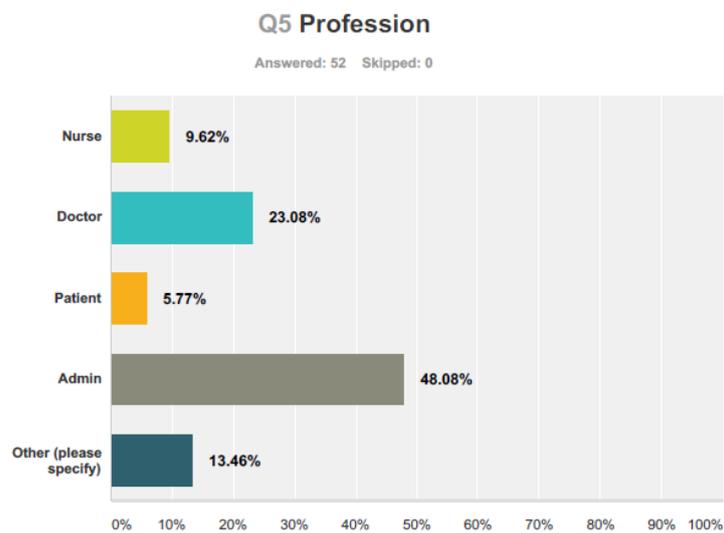
Question 2 shows the gender of the respondents which includes 67.31 % males and 32.69% females.



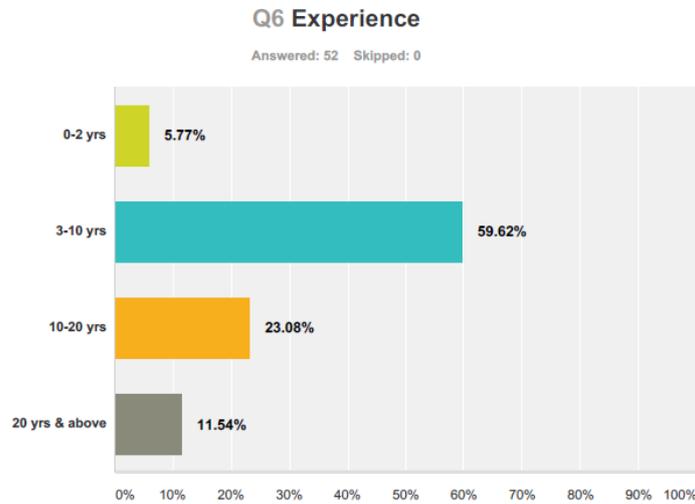
Question 3 shows the nationality of the respondents that includes 32.69 % from Asia, 42.31% from Middle East, 3.85% from Africa, 17.31% from Euro and America & 3.85% from other nationalities.



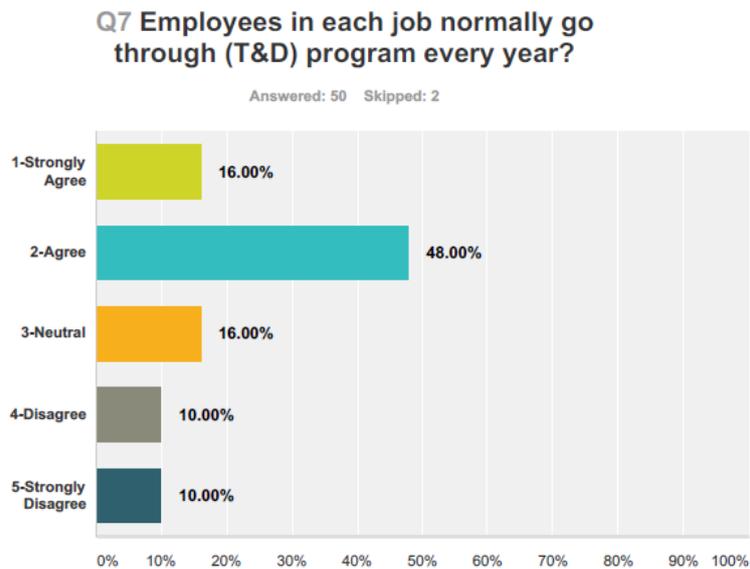
Question 4 shows the education level of the respondents which includes 1.92% who hold high school, 17.31% holding diploma degree , 42.31% holding bachelor’s degree and 38.46% holding masters & PhD degrees.



Question 5 shows the profession for the respondents and it includes 9.62% nurses, 23.08% doctors, 5.77% patients, 48% Admin staff & 13.46% has other profession.



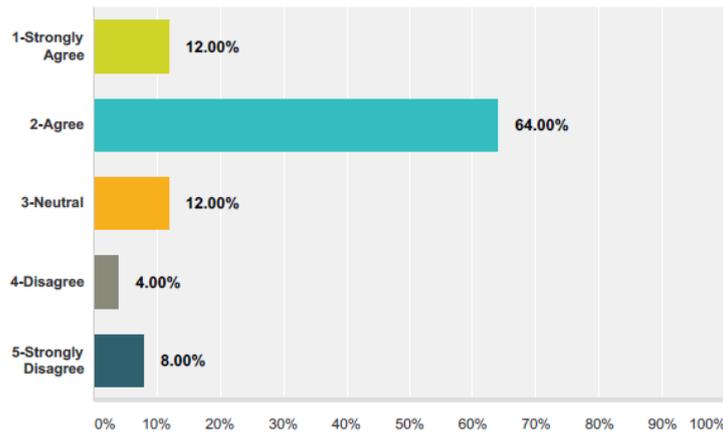
Question 6 shows the experience of the respondents and its includes 5.77% from 0-2 years, 59.2% from 3-10 years, 23.08% from 10-20 years & 11.54% have more than 20 years' experience.



Question 7 shows how employees normally go through (T&D) programs every year in Government Healthcare entity – AHS and the respondents’ answers were 16% strongly agree, 48% agree, 16% neutral, 10% disagree & 10% strongly disagree.

Q8 Quantity and quality of AHS employee work output has improved in the last five years?

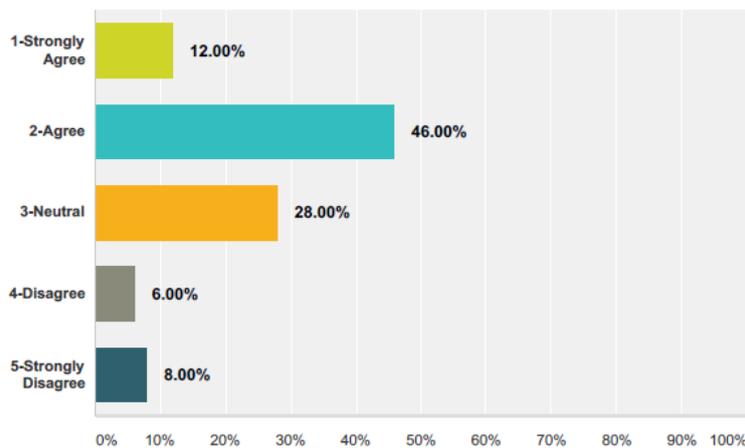
Answered: 50 Skipped: 2



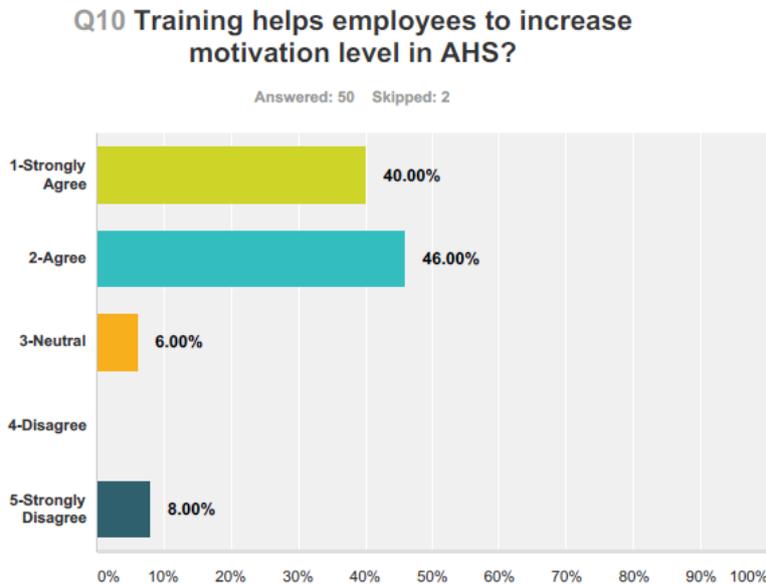
Question 8 shows if the quantity and quality of the employees in Government Healthcare entity -AHS work output has improved in the last five years and the respondents’ answers were 12% strongly agree, 64% agree, 12% natural, 4% disagree & 8% strongly disagree.

Q9 Most of the employees achieved the organizational goals in the last five years?

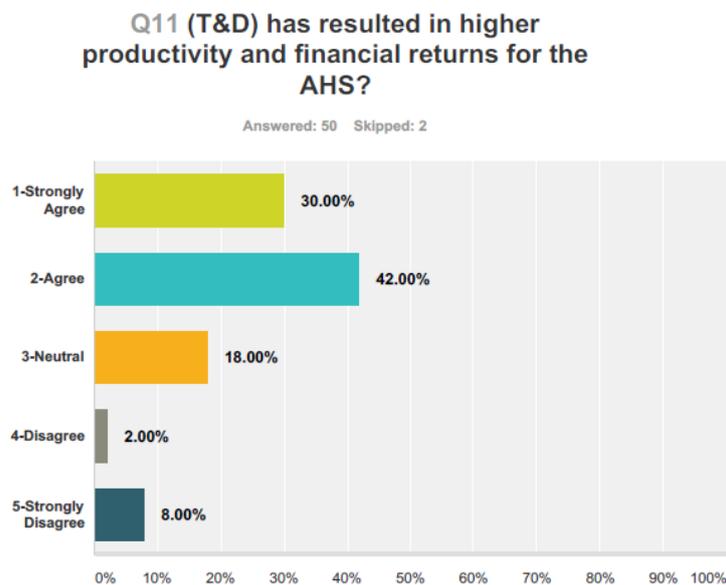
Answered: 50 Skipped: 2



Question 9 shows if the most of the employees have achieved the organizational goals in the last five years in Government Healthcare entity -AHS and the respondents' answers were 12% strongly agree, 46% agree, 28% natural, 6% disagree & 8% strongly disagree.



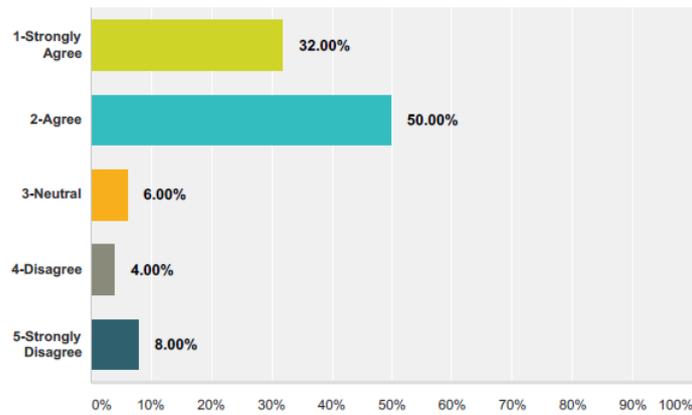
Question 10 shows if the training and development programs help employees to increase motivation level in Government Healthcare entity -AHS and the respondents' answers were 40% Strongly agree, 46% agree, 6 % natural, 0% disagree & 8% strongly disagree.



Question 11 shows if the training and development program resulted higher productivity and financial return in Government Healthcare entity - AHS and respondents' answers were 30% strongly agree, 42% agree, 18% natural, 2% disagree & 8 % strongly disagree.

Q12 (T&D) has resulted in higher employee performance in AHS?

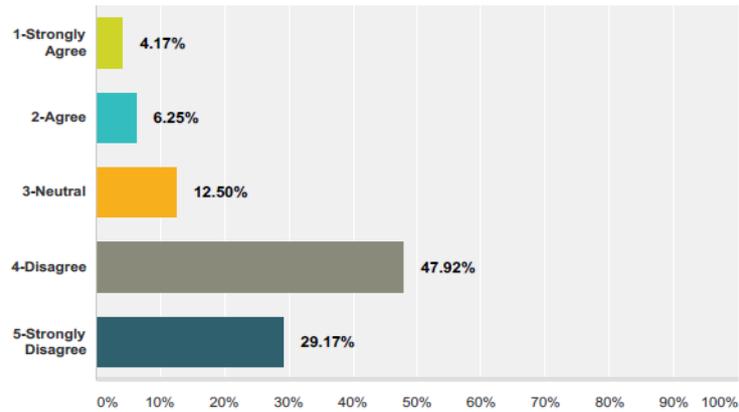
Answered: 50 Skipped: 2



Question 12 shows if the training and development programs resulted higher employee performance in Government Healthcare entity -AHS and the respondents' answers were 32% strongly agree, 50% agree, 6% natural, 4% disagree & 8% strongly disagree.

Q13 AHS will continue with better services to the patients without training its doctors and nurses for innovativemedical practices

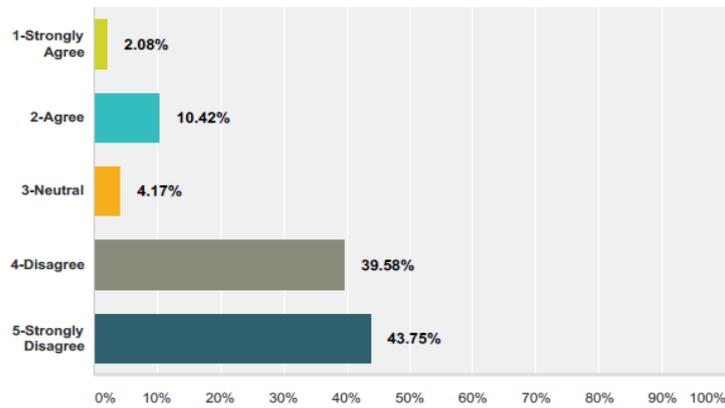
Answered: 48 Skipped: 4



Question 13 shows if Government Healthcare entity - AHS will continue with better services to the patients without training its doctors and nurses for innovative medical practices and respondents' answers were 4.17% strongly disagree, 6.25% agree, 12.50% natural, 47.92% disagree & 29.17% strongly disagree.

Q14 AHS staff has adequate knowledge about the treatment on the diseases and do not need any career development at least for next 10 years.

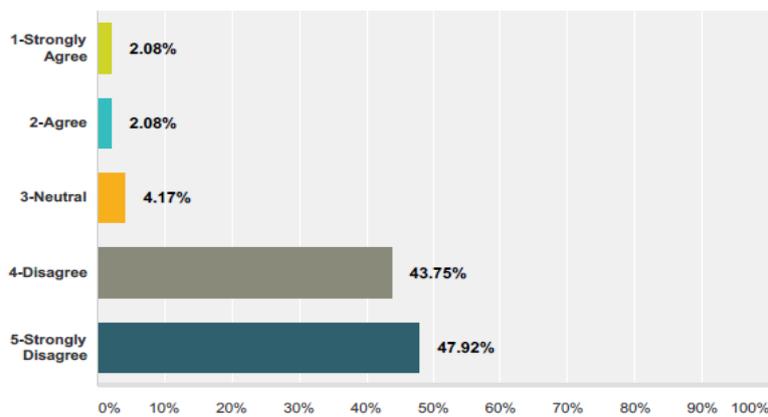
Answered: 48 Skipped: 4



Question 14 shows if Government Healthcare entity - AHS staff has knowledge about the treatment on the diseases and they don't need any training and development programs at least for the next 10 years. Respondents' answers were 2.08% strongly agree, 10.42% agree, 4.17% natural, 39.58% disagree & 43.75% strongly disagree.

Q15 Staff can handle the new technology and medical equipments without providing necessary training

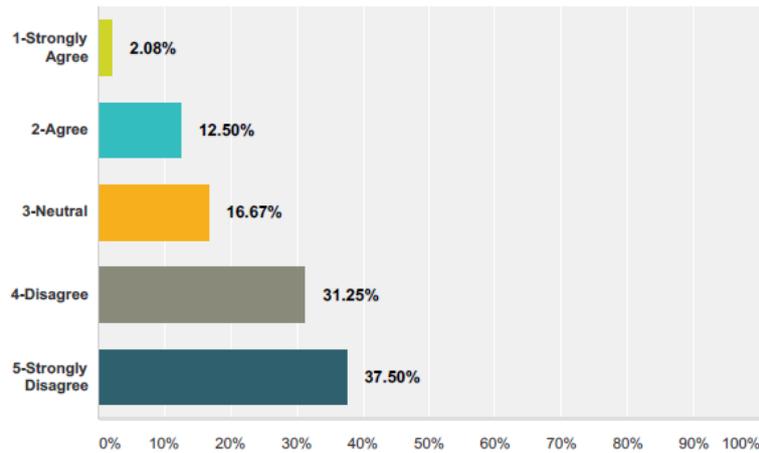
Answered: 48 Skipped: 4



Question 15 shows if the staff can handle the new technology and medical equipment without providing training and development programs to Government Healthcare entity -AHS staff. Respondents answers' were 2.08% strongly agree, 2.08% agree, 4.17 natural, 43.75% disagree & 47.92% strongly disagree.

Q16 AHS can achieve better productivity by saving on T&D as per cost-benefit analysis.

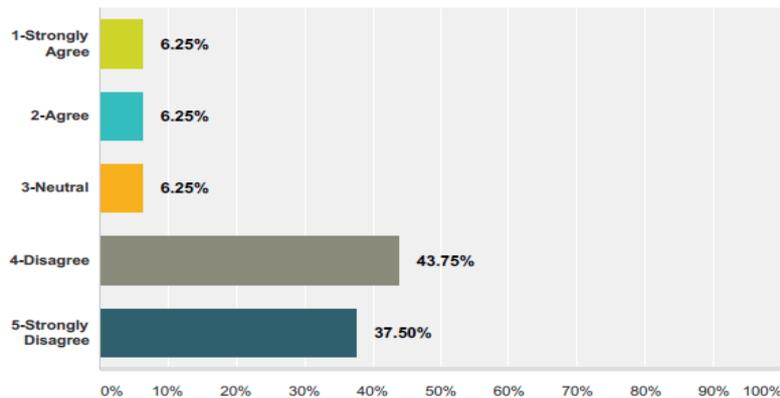
Answered: 48 Skipped: 4



Question 16 shows if Government Healthcare entity - AHS staff can achieve better productivity by saving the training and development programs cost. The responses were 2.08% strongly agree, 12.50% agree, 16.67% neutral, 31.25% disagree & 37.50% strongly disagree.

Q17 AHS can achieve better performance by providing training only to key staff members e.g. Doctors and Nurses.

Answered: 48 Skipped: 4



Question 17 it shows that if Government Healthcare entity - AHS staff achieves better performance by providing training and development programs only to key staff members e.g. Doctors or Nurses. The majority of the respondents disagreed or strongly disagreed to such approach.

DISCUSSIONS

The study findings have revealed that there is a strong relation between the training and the employee performance, this finding is supporting the most of the previous studies findings which state that there is a strong positive relationship between human resource management

practices and organizational performance. (Purcell et al., 2003). According to Guest (1997) mentioned in his study that training and development programs, as one of the vital human resource management practice, positively affects the quality of the workers' knowledge, skills and capability and thus results in higher employee performance on job.

Some important findings of the study show that it is unable for any organization to be a distinctive and effective result producer without extraordinary input from its employees, which is impossible without knowing their requirements for working in the environment. Low and high level employees should be equally treated in providing training. Upper management needs cooperation of their subordinates in each activity. Hence, training provides the assistance in improving the employees' methods of performing their tasks, which readily impacts their performance.

The concepts from the study along with some previous others favor the importance of training in terms of not only attraction of new staff but also retaining the existing staff and improving their performance. Tony Van and Geoffrey, 2005 work strengthen the importance of feedback with the perspective of providing information from seniors, peers and subordinates. These people at different level of their jobs show their satisfaction or reaction with environmental practices and procedures.

So, training not only individually strengthen the employees' performance but also they collectively work for creating the environment which is compatible with all level of employees, and they also continually nourish their work attitude and behavior. Training plays an important role in employee performance. This is because through training, skills and knowledge are passed from the trainer to the trainee especially on new products/services and technology. It is through training that one builds the right attitudes towards work and unlearns the negative ones. When training is administered, it leads to effectiveness in service delivery and also makes the employees more confident at work hence job satisfaction is achieved. Training builds loyalty towards the organization and the same is passed on to the customer hence better employee performance. Training acts as an avenue to personal growth and career advancement as promotion opportunities can be easily availed to employees who may have had specific skills to handle greater challenges in those positions.

RECOMMENDATION

It is recommended for the managers and organizations that "Training Need Analysis" should be given primary importance so that organizations can fully achieve desired training goals. Business should be minimized while selecting the candidates for training. Training programs should be linked with employee's promotions so that these programs help increase employee motivation which ultimately results in high performance. Employees should be clearly communicated about the potential benefits of training programs so that they can participate whole heartedly. Trainer should be from within the organization because trainees feel more comfortable to communicate and discuss issues and problems. Evaluation of the training program is of vital importance because it helps in ensuring the effectiveness of the training program.

In order to achieve the proper balance between spending on training/development program and Government Healthcare entity's future performance, the paper recommends some key

strategies to be adopted, which will follow systematic organization process using suitable training methods. Government Healthcare entity -AHS is currently following a procedure to approve the annual training program. The procedure facilitates in planning well training and development programs to the staff. At the beginning of every year the training and career development section in Human Resource Department sends announcement for all the managers to recommend the suitable training courses for their employees related to their job. After getting the managers feedback the training section sends the cost of all the training courses to the finance department to ensure the budget. Subsequently, the training section arrange and plan for the training courses to the employees according to the budget as the first priority and then the employees who actually need the training to develop their skills, performance and productivity at work e.g. training for the doctors, nurses, and allied health staff who need to stay in touch with the new technology and medical treatment equipment.

The above process follows different methods of training based on the requirements of the staff. Government Healthcare entity -AHS follows certain methods as mentioned below to increase the staff performance.

- 1) **On-the-job training method:** This method is used with the new or inexperienced employees who learn from their experienced workmates and managers the workflow of the department/organization. Furthermore, these methods are not costly as we can use our internal resources (staff experience, staff knowledge, organization assets and equipment). These methods include the below which it's recommended to use in THE GOVERNMENT HEALTHCARE ENTITY-AHS organization:
 - a) **Coaching:** It is one to one training that focus on increase the employee's performance and identifying the weak areas and try to improve them this usually done by senior level.
 - b) **Mentoring:** It is also one to one training program that focus on the employee behavior and attitude and usually done by the senior level.
 - c) **Job-Rotation:** It helps employees to increase their performance and skills by sharing knowledge and information between employees who are working in different department and has different background and experience.
- 2) **Off-the-job training method:** This method is usually conducted away from the work environment and it is costlier since the organization is responsible to arrange the training programs or courses for its employees and they also in charge for the fees and training allowance payment. This method focuses more on learning rather than performance. It includes the below types:
 - a) **Brainstorming:** It useful for our organization to sharing the information and knowledge with the other employees in other facilities under THE GOVERNMENT HEALTHCARE ENTITY corporate or in any organization in health sector.
 - b) **Field Trips:** A group of employees are taken to a journey to a place away from their normal work environment. The purpose of the trip is usually non-experimental research, observation for education, or to provide students with experiences outside their everyday activities. Field trips provide the employees the opportunities to utilize all the senses for learning.

- c) ***Simulation in Training***: In this method the employees work in closely ‘duplicated’ real job conditions. It is commonly used in corporate situations to improve business awareness and management skills.

The above area the training methods, Government Healthcare entity follows over the years to educate and train its staff. Considering the budget constraints, the organization cannot continue with all such practices for coming years and hence, Government Healthcare entity management will have to revisit their strategy for the training. The new strategy shall mainly focus on the curtailing the training budget and at the same time, optimizing the resources intelligently to increase the productivity of its employees and thus enhance the performance of the organization.

This research paper proposes the revised strategy for Government Healthcare entity towards achieving both the goals simultaneously through the constraints. It is observed that the HR Department is emphasizing mainly on off-the-job training methods over the years. It is much costlier affair to send most of the staff to Dubai and overseas, which incurs cost related to huge allowances to be given to the employees in addition to regular training fees to the training institutions.

The Government Healthcare entity -AHS organization chart divides the percentage of senior management, middle management and lower management as 5%, 12% and 83% respectively. It shows that there is significant staff at the lower management level. The annual spending on the employees at lower management is approximately 72% of the total annual training budget. The strategy shall be formed considering the cost-cutting measures on lower management. The Government Healthcare entity’s senior staff is competent and well-experienced in performing various tasks. The HR Department shall take an advantage of their experience and implement effective mentoring programs for the junior staff. The coaching shall be made compulsory for the senior staff and it should be added as a responsibility in their job description. The experts from the medical fields shall be invited to offer in-house training to the staff in bulk. Such measures will definitely reduce the cost on the training significantly. The employees shall be motivated by frequently arranging brain-storming session rather than sending them individually for outdoor training. The Government Healthcare entity shall not curtail the fund on the training for senior and middle management level as the corporate level training is important for the organization to grow further. However, the staff shall be encouraged to reduce their expenses on travel by common means such as traveling in economy class instead of business class or selecting the training courses locally, if available, instead of going abroad.

CONCLUSION

The findings of this study suggest that training should made critical part of the Government Healthcare entity’s organizational structure. For employee performance, innovativeness and competitiveness, the most vital ingredient is its workforce’s knowledge and skills. Those organizations which invest in employee training, and are aware of cut throat competition are the ones who know the importance of training. The Government Healthcare entity -AHS must realize that the fast pace of technological development and organizational change have helped employers to realize that success demands the enhancement of employee skills and abilities and it requires uninterrupted investment in training.

In conclusion, the aim of this study has been to examine the impact of training on employee performance in health care sector in UAE. The study was conducted with a set of hypotheses which relate directly to the research questions. The fundamental hypothesis states that there is positive effect of training on employee performance. Data was collected through questionnaires; the analysis showed that there is a strong positive effect of training on employee performance. Therefore, the null hypothesis (H_0) is rejected in this case.

Training is a key element for improved performance; it can increase the level of individual and organizational competency. It helps to reconcile the gap between what should happen and what is happening – between desired targets or standards and actual levels of work performance. Training need is any shortfall in employee performance, or potential performance which can be remedied by appropriate training. There are many ways of overcoming deficiencies in human performance at work, and training is one of them. Although the study looked into the role and impact of training on employee performance in healthcare sector nevertheless it can also be implemented in other sectors as well. Training enhances skills, competency, ability and ultimately worker performance and productivity in organizations. It followed that organizational success relied on the skills and abilities of their employees, and this means that organizational success depends to an extent on considerable and continuous investment in training. This would ensure an adequate supply of staff that is technically and socially competent and capable of being developed into specialists for the relevant departments or management positions.

For future research it is recommended that same study can be conducted on other sectors of UAE like Banking Industry, Education Sector, petroleum Sector etc. and along with these intervening variables some more variables like promotion, employee commitment, etc. can be included to increase the scope of the investigation.

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