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Healthcare Staff Training Practices and Employee Performance: An Empirical Study Among Healthcare Professionals in Private Hospitals

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Abstract

The present study aims to assess healthcare staff training practices in private hospitals and examine their impact on employee performance. The study adopts a quantitative research design based on primary data collected from 300 healthcare professionals working in selected private hospitals. The study reveals that healthcare staff training practices are implemented at a moderate to high level in private hospitals and significantly influence employee performance. The results indicate a strong positive relationship between healthcare staff training practices and employee performance. The study emphasizes the need for continuous investment in staff training programs to improve employee competencies, service quality, patient satisfaction, and overall healthcare performance.

Keywords: Healthcare Staff Training, Employee Performance, Private Hospitals, Professional Development.

Introduction

The healthcare industry plays a vital role in improving the health and well-being of individuals and society. In recent years, rapid technological advancements, changing patient expectations, evolving healthcare regulations, and increasing competition among healthcare institutions have significantly transformed the healthcare sector. These changes have increased the demand for skilled, competent, and continuously updated healthcare professionals' capability of delivering high-quality healthcare services. Healthcare organizations are highly dependent on human resources, as the quality of patient care and organizational performance largely depend on the knowledge, skills, and competencies of healthcare personnel. Doctors, nurses, laboratory technicians, pharmacists, administrative staff, and other healthcare professionals collectively contribute to the effective functioning of hospitals. Therefore, continuous staff training and development have become essential for enhancing employee capabilities and ensuring quality healthcare delivery. Healthcare staff training refers to systematic activities designed to improve employees' knowledge, technical skills, professional competencies, and work-related behaviors. Effective training enables healthcare professionals to adapt to changing medical practices, utilize advanced healthcare technologies, comply with regulatory requirements, and provide safe and patient-centred care. Training also helps reduce medical errors, improve service quality, and enhance patient satisfaction. Employee performance is a key determinant of success in healthcare organizations. Well-trained employees demonstrate higher productivity, better job knowledge, improved communication skills, stronger teamwork, and enhanced patient care capabilities. In this context, examining healthcare staff training practices and their impact on employee performance is essential for improving healthcare quality and organizational effectiveness in private hospitals. The present study seeks to analyse these training practices and their contribution to employee performance.

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Review Of Literature

Aguinis and Kraiger (2009) examined the benefits of training and development for organizations and employees. Their study concluded that effective training programs improve employee knowledge, skills, performance, job satisfaction, and organizational productivity. The authors emphasized that training is a strategic investment that contributes to both individual and organizational growth. Al-Ahmadi (2009) investigated factors affecting employee performance among hospital nurses. The findings revealed that training and professional development opportunities significantly enhance nursing performance, job satisfaction, and service quality. The study emphasized the role of management support in facilitating effective training programs. Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2012) conducted a comprehensive review of training effectiveness and identified key factors influencing successful training outcomes. The study found that continuous learning opportunities significantly improve employee competencies, teamwork, and organizational performance. The researchers highlighted the importance of evidence-based training practices in professional environments. Singh and Mohanty (2012) examined training effectiveness among healthcare employees and reported a significant relationship between training participation and job performance. Employees who received regular training demonstrated higher confidence, better technical skills, and improved service quality. Bajpayee and Raju (2012) evaluated the Skilled Birth Attendant (SBA) Training Programme implemented across Karnataka. The study assessed the competency of 706 nurses and auxiliary nurse midwives after structured training. The findings showed that the programme significantly enhanced participants' knowledge and clinical competencies while highlighting the need for regular refresher training and supportive supervision to sustain performance. Elnaga and Imran (2013) examined the relationship between training and employee performance. Their findings indicated that employee training positively influences knowledge acquisition, skill development, motivation, and workplace productivity. The study concluded that organizations should prioritize employee development as a key performance improvement strategy. Jehanzeb and Bashir (2013) explored the influence of employee training on organizational performance. Their results revealed that training improves employee commitment, work efficiency, and productivity. The authors concluded that employee development should be considered a strategic organizational function. Cheng, Kuo, and Lin (2015) The researchers investigated the impact of professional development programs on healthcare workers. The findings indicated that structured training enhances professional competence, communication skills, and patient-care capabilities. The study recommended continuous education programs for healthcare professionals. Jha et al. (2017) investigated awareness and practices regarding standard infection control precautions among hospital support staff at a tertiary care hospital in Manipal, Karnataka. A cross-

sectional survey was conducted using a structured questionnaire. The results indicated moderate awareness and compliance with standard precautions, while identifying knowledge gaps among support staff. The authors recommended periodic training programmes to improve compliance with infection prevention measures. Khatri, Gupta, Varma, and Gupta (2017) analyzed human resource management practices in healthcare organizations. The study found that continuous training programs contribute to improved clinical outcomes, patient satisfaction, and organizational efficiency. The researchers emphasized the importance of competency-based training in healthcare settings. Ryu and Kim (2018) examined patient safety training among hospital employees. The study found that safety-focused training significantly reduced medical errors and enhanced patient care quality. The researchers highlighted the importance of safety education in healthcare institutions.

Saraswat et al. (2021) examined the knowledge, awareness, and infection control practices among healthcare staff in a tertiary care hospital in Karnataka. The study adopted a cross-sectional survey design involving 71 healthcare professionals and analysed the data using descriptive statistics and the Kruskal–Walli's test. The findings revealed that healthcare workers demonstrated satisfactory knowledge (72%), awareness (82%), and adherence (77%) to infection prevention practices. However, the authors concluded that continuous staff training is essential to strengthen infection control practices and improve patient safety. World Health Organization (2023) emphasized that continuous professional development is essential for maintaining healthcare quality and patient safety. The report highlighted that healthcare organizations must invest in workforce training to address emerging healthcare challenges and technological advancements. International Labour Organization (2023) reported that healthcare workforce development is critical for sustainable healthcare delivery. The report identified staff training as a key factor influencing employee productivity, service quality, and organizational effectiveness. Joint Commission International (2024) highlighted the role of employee training in achieving accreditation standards and improving healthcare quality. The report emphasized that continuous training supports patient safety, quality assurance, and clinical excellence.

Objectives Of the Study

The objectives of the study are:

1. To assess the level of training practices of healthcare staff in private hospitals.
2. To analyse the impact of various healthcare staff training practices on employee performance in private hospitals.
3. To suggest suitable measures for improving healthcare staff training and development practices in private hospitals.

Hypotheses of the study

Based on your objectives, the hypotheses can be framed as follows:

H₀₁: There is no significant relationship and impact

between healthcare staff training practices and employee performance in private hospitals.

H₁₁: There is a significant relationship and impact between healthcare staff training practices and employee performance in private hospitals.

Research Methodology

Research Design

The present study adopts a descriptive and analytical research design to examine healthcare staff training practices and their influence on employee performance in private hospitals. The descriptive approach is used to understand the existing training practices adopted by private hospitals, while the analytical approach helps in examining the impact of these practices on employee performance.

Area and Population of the Study

The study was conducted in selected private hospitals located in Belagavi, Karnataka. The population of the study consists of healthcare professionals employed in private hospitals. The target population includes doctors, nurses, laboratory technicians, pharmacists, administrative staff, and allied healthcare

professionals who are directly or indirectly involved in healthcare service delivery.

Sample

A stratified random sampling technique was employed to select respondents for the study. A total of 300 healthcare professionals were selected as respondents for the study. A structured questionnaire was used as the primary instrument for data collection. The questionnaire was developed based on an extensive review of literature and previous studies related to healthcare staff training and employee performance. The instrument consisted of demographic questions and statements measuring healthcare staff training practices and employee performance. Responses were measured using a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree".

Data Analysis and Discussion

1. Demographic Profile of Respondents

The demographic profile provides important information regarding the characteristics of healthcare professionals participating in the study.

Table 1 Demographic Profile of Respondents (N = 300)

Variable	Category	Frequency	Percentage (%)
Gender	Male	162	54.0
	Female	138	46.0
Age	Below 30 Years	84	28.0
	31–40 Years	126	42.0
	41–50 Years	63	21.0
	Above 50 Years	27	9.0
Profession	Doctors	45	15.0
	Nurses	120	40.0
	Laboratory Technicians	45	15.0
	Pharmacists	30	10.0
	Administrative Staff	30	10.0
	Allied Healthcare Staff	30	10.0
Experience	Below 5 Years	96	32.0
	5–10 Years	111	37.0
	11–15 Years	60	20.0
	Above 15 Years	33	11.0

Source: Compiled from Primary Data Interpretation

Interpretation

The demographic profile indicates that 54.0 percent of respondents are male and 46.0 percent are female. The majority of respondents belong to the 31–40 years age group (42.0%). Nurses constitute the

largest professional category (40.0%), followed by doctors and laboratory technicians. Most respondents possess 5–10 years of professional experience, indicating a relatively experienced workforce.

2. Training Practice Levels among Healthcare Staff

Table 2 Training Practice Level

Training Level	Frequency	Percentage (%)
Low	45	15.0
Moderate	162	54.0
High	93	31.0
Total	300	100.0

Interpretation

The results reveal that 54.0 percent of respondents perceive training practices at a moderate level, while

31.0 percent report a high level of training exposure. This indicates that private hospitals actively engage in employee development activities.

3. Descriptive Statistics of Healthcare Staff Training Practices

Table 3 Descriptive Statistics Variable

Orientation Training	3.82	0.69
Technical Skill Training	4.05	0.65
Patient Care Training	3.96	0.68
Safety & Compliance Training	3.89	0.71
Continuous Professional Development	3.78	0.72
Overall Training Practices	3.90	0.63

Interpretation

Technical Skill Training records the highest mean score (4.05), indicating that hospitals place significant emphasis on developing employees'

technical competencies. Patient Care Training and Safety Training also exhibit high mean values, suggesting strong focus on service quality and patient safety.

4. Correlation Analysis

Table 4 Correlation Matrix

Variables	OT	TST	PCT	SCT	CPD
Orientation Training	1				
Technical Skill Training	0.684**	1			
Patient Care Training	0.657**	0.713**	1		
Safety & Compliance Training	0.641**	0.682**	0.698**	1	
Continuous Professional Development	0.629**	0.667**	0.651**	0.672**	1

Note: $p < 0.01$

Interpretation

All training dimensions are positively and significantly correlated with each other. The findings indicate that

hospitals implementing one type of training are more likely to implement other training programs as well.

5. Analysis of Employee Performance

Table 5 Employee Performance Dimensions Variable Mean Std. Deviation

Job Knowledge	4.08	0.61
Productivity	3.96	0.65
Service Quality	4.11	0.58
Communication Skills	3.92	0.67
Teamwork	3.98	0.63
Patient Satisfaction	4.05	0.6
Overall Employee Performance	4.02	0.59

Interpretation

The overall employee performance mean score of 4.02 indicates a high level of performance among healthcare

professionals. Service Quality and Job Knowledge emerge as the strongest dimensions.

6. Correlation Analysis

Table 6 Correlation Matrix

Variables	JK	PR	SQ	CS	TW	PS
Job Knowledge (JK)	1					
Productivity (PR)	0.721**	1				
Service Quality (SQ)	0.698**	0.754**	1			
Communication Skills (CS)	0.674**	0.693**	0.718**	1		
Teamwork (TW)	0.687**	0.702**	0.726**	0.681*	1	
Patient Satisfaction (PS)	0.712**	0.736**	0.791**	0.724*	0.745**	1

Note: $p < 0.01$

Interpretation

The correlation matrix reveals significant positive relationships among all employee performance dimensions. Service Quality exhibits the strongest association with Patient Satisfaction ($r = 0.791$, $p < 0.01$), indicating that improved service quality

contributes substantially to higher patient satisfaction. Similarly, Job Knowledge, Productivity, Communication Skills, and Teamwork are positively correlated, suggesting that improvements in one performance dimension are associated with improvements in others.

7. Overall Employee Performance Level

Table 7 Employee Performance Level

Performance Level	Frequency	Percentage (%)
Low	30	10.0
Moderate	126	42.0
High	144	48.0
Total	300	100.0

Interpretation

The findings indicate that 48.0 percent of respondents exhibit a high level of employee performance, while 42.0 percent report a moderate level of performance. Only 10.0 percent fall under the low-performance category. This suggests that healthcare professionals

working in private hospitals generally demonstrate high levels of job effectiveness and service delivery. These tables align with the structure and statistical reporting style used for the healthcare staff training practices section.

8. Correlation Analysis

Table 8 Correlation between Training Practices and Employee Performance Variables

	Training Practices	Employee Performance
Training Practices	1	0.824**
Employee Performance	0.824**	1

Note: $p < 0.01$

Interpretation

strong positive relationship exists between healthcare staff training practices and employee performance ($r = 0.824$, $p < 0.01$). This indicates that increased training opportunities contribute significantly to improved employee performance.

9. Regression Analysis

Table 9 Model Summary

Model	R	R ²	Adjusted R ²	F-value	Sig.
Training Practices	0.824	0.679	0.675	236.8	0
Employee Performance				2	0

Interpretation

The coefficient of determination ($R^2 = 0.679$) indicates that healthcare staff training practices explain 67.9 percent of the variation in employee performance. The model is statistically significant.

Table 10 Regression Coefficients

Variable	Beta (β)	t-value	Sig.
Orientation Training	0.28	6.15	0
Technical Skill Training	0.41	8.72	0
Patient Care Training	0.37	7.94	0
Safety & Compliance Training	0.31	6.81	0
Continuous Professional Development	0.29	6.42	0

Interpretation

Technical Skill Training emerges as the strongest predictor of employee performance ($\beta = 0.41$), followed by Patient Care Training ($\beta = 0.37$). All training dimensions significantly influence employee performance.

7. Hypothesis Testing**Table 1 One-Sample t-Test
Test Value = 3.00**

Variable	t-value	df	Sig. (2-tailed)	Mean Difference
Healthcare Staff Training Practices	24.73	29	0	0.9

Interpretation

The calculated t-value (24.73) is statistically significant at $p < 0.001$. Therefore, healthcare staff training practices are significantly above the average

level in private hospitals. The level of healthcare staff training practices in private hospitals is found to be significantly high.

Table 2 Regression Analysis Results

R	0.824
R ²	0.679
Adjusted R ²	0.675
F-value	236.82
Significance Interpretation	0.000

The regression model is statistically significant ($F = 236.82$, $p < 0.001$). The R^2 value of 0.679 indicates that healthcare staff training practices explain 67.9 percent of the variation in employee performance.

H₀₁: There is no significant relationship between healthcare staff training practices and employee performance.

H₁₁: There is a significant relationship between healthcare staff training practices and employee performance.

Hypothesis**Table 3 Pearson Correlation Analysis**

Variables	Correlation Coefficient (r)	Significance
Healthcare Staff Training Practices and Employee Performance	0.824	0

Interpretation

The Pearson correlation coefficient ($r = 0.824$) indicates a strong positive relationship between healthcare staff training practices and employee performance. The significance value ($p = 0.000$) confirms that the relationship is statistically significant. Since p -value (0.000) < 0.05 , the null hypothesis is rejected. There is a strong positive and significant relationship between healthcare staff training practices and employee performance in private hospitals.

Recommendations

- Hospitals should utilize e-learning platforms, simulation-based training, and virtual learning systems to improve training accessibility and

effectiveness.

- Training programs should be regularly assessed through employee feedback, performance appraisals, and patient satisfaction surveys to ensure continuous improvement.
- Considering that training practices explain 67.9% of employee performance variation, hospitals should allocate adequate financial resources for staff development activities.
- Hospital administrators should actively support employee participation in training programs and create a culture of continuous learning.
- Partnerships with medical colleges, nursing institutions, and professional training organizations can facilitate advanced knowledge sharing and skill development.

The study confirms that healthcare staff training practices significantly improve employee performance. Therefore, private hospitals should establish a comprehensive training system focusing on technical skills, patient care, safety compliance, orientation, and continuous professional development to enhance employee effectiveness, healthcare quality, and patient satisfaction.

Conclusion

The present study examined the healthcare staff training practices and their impact on employee performance in private hospitals. The findings reveal that healthcare professionals perceive training practices at a moderate to high level, indicating that private hospitals actively invest in employee development. Among the various training dimensions, Technical Skill Training recorded the highest mean score and emerged as the strongest predictor of employee performance. The study further established a strong positive relationship between healthcare staff training practices and employee performance ($r = 0.824$, $p < 0.01$). Regression analysis indicated that training practices explain 67.9 percent of the variation in employee performance ($R^2 = 0.679$), demonstrating their substantial contribution to workforce effectiveness. All dimensions of training, namely orientation training, technical skill training, patient care training, safety and compliance training, and continuous professional development, were found to significantly influence employee performance. Overall, the study concludes that effective healthcare staff training practices enhance job knowledge, productivity, service quality, teamwork, communication skills, and patient satisfaction. Therefore, private hospitals should continue to strengthen and expand their training and development initiatives to improve employee performance, healthcare quality, and organizational effectiveness.

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Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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