

# A STUDY ON THE IMPACT OF TRAINING ON EMPLOYEE ENGAGEMENT AND RETENTION AT HOSPITAL

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**Abstract:** This study explores the impact of training and development programs on employee engagement and retention within a hospital setting. As healthcare institutions face increasing pressure to retain skilled staff and maintain high levels of service quality, understanding the role of training becomes crucial. The research investigates how structured training initiatives influence employee motivation, job satisfaction, commitment, and overall engagement. Additionally, the study examines whether effective training correlates with lower turnover rates and increased organizational loyalty. Data was collected through surveys and interviews with hospital employees across various departments. The findings suggest that comprehensive training programs significantly enhance employee engagement and contribute to improved retention rates. This study underscores the strategic importance of investing in continuous learning and professional development as a means to foster a more committed and stable healthcare workforce.

**Keywords:** Employee Engagement, Employee Retention, Training and Development, Hospital Workforce, Healthcare HRM, Staff Motivation, Professional Development, Job Satisfaction, Turnover Reduction, Organizational Commitment, Human Resource Strategies, Healthcare Management.

## I. INTRODUCTION

In today's rapidly evolving healthcare landscape, hospitals face the dual challenge of maintaining high standards of patient care while managing a diverse and dynamic workforce. One of the most pressing concerns for hospital administrators is the retention and engagement of skilled employees, including doctors, nurses, administrative staff, and support personnel. High turnover rates not only increase recruitment and training costs but also disrupt service quality, compromise patient safety, and affect team morale. As a result, healthcare institutions are increasingly focusing on strategies that promote employee satisfaction and long-term commitment to the organization.

Training and development programs have emerged as critical tools in enhancing employee engagement and retention. When employees perceive that their organization invests in their growth, they are more likely to feel valued, motivated, and committed. Engaged employees demonstrate greater dedication to their work, contribute positively to organizational culture, and are less likely to seek opportunities elsewhere. Moreover, in a hospital setting where skills need to be continuously updated due to advancements in medical technologies and practices, training serves both operational and strategic purposes.

This study aims to examine the extent to which training impacts employee engagement and retention within a hospital setting. It seeks to explore how various forms of training—ranging from technical skill development to soft skills and leadership training—affect the morale, productivity, and loyalty of hospital staff. The research also considers factors such as training frequency, perceived effectiveness, and alignment with career goals, analyzing how these influence an employee's decision to remain with the organization.

By understanding the relationship between training initiatives and workforce stability, hospital administrators and human resource professionals can design more effective employee development strategies. This research contributes to the broader field of healthcare human resource management and emphasizes the need for ongoing investment in employee development to ensure a sustainable, high-performing healthcare workforce.

**STATEMENT OF THE PROBLEM**

Employee engagement and retention have become critical concerns for hospitals and healthcare institutions worldwide. The high-stress nature of the healthcare environment, combined with long working hours, emotional fatigue, and limited opportunities for career advancement, often leads to decreased job satisfaction and increased staff turnover. This not only results in higher recruitment and training costs but also disrupts continuity of care, reduces team efficiency, and negatively impacts patient outcomes.

Despite the recognized importance of employee training and development, many hospitals still struggle to implement effective programs that address the real needs of their staff. Inadequate or poorly designed training initiatives can lead to disengagement, a lack of motivation, and ultimately, higher attrition rates. Conversely, well-structured and relevant training programs have the potential to enhance employee skills, foster a sense of belonging, and encourage long-term commitment to the organization.

This study seeks to address the gap in understanding how training directly influences employee engagement and retention in a hospital setting. Specifically, it investigates whether existing training efforts are perceived as beneficial by hospital employees, and how these perceptions impact their level of engagement and decision to remain with the organization. Without such insights, hospitals risk underutilizing one of the most effective tools available for building a stable, high-performing workforce.

**OBJECTIVES**

- To examine the impact of training and development programs on employee engagement in a hospital setting.
- To analyze the relationship between training effectiveness and employee retention among hospital staff.
- To identify the types of training programs (e.g., technical, soft skills, leadership) that most positively influence employee motivation and commitment.
- To assess employee perceptions and satisfaction with current training initiatives provided by the hospital.
- To provide recommendations for improving training strategies to enhance engagement and reduce staff turnover.

**II. REVIEW OF LITERATURE****Training and Employee Engagement**

Employee engagement refers to the emotional and psychological connection an employee has with their organization and work. Engaged employees are more productive, customer-focused, and committed to organizational success. Kahn (1990), who pioneered the concept of engagement, suggested that meaningful experiences and supportive environments are key drivers—both of which can be facilitated through training.

According to Saks (2006), employee engagement is directly influenced by perceived organizational support, and investment in employee training is a strong signal of that support. When hospitals provide ongoing, relevant training, it not only improves skill levels but also fosters a sense of belonging and purpose among employees. Anitha (2014) found that training opportunities were one of the strongest predictors of workplace engagement in service organizations, including healthcare institutions.

**Training and Employee Retention**

Retention is a growing concern in the healthcare industry due to the high cost of turnover and the impact on patient care quality. Several studies have shown that employees who perceive opportunities for growth and development are more likely to stay with an organization. According to Noe (2010), training can reduce turnover intentions by enhancing employee satisfaction and career progression.

Mitchell et al. (2001) introduced the concept of job embeddedness, where employees who feel tied to their organization through growth opportunities and supportive relationships are less likely to leave. Branham (2005) further emphasized that lack of career development is among the top reasons employees leave, highlighting the critical role of structured training.

In hospital settings, where roles are often demanding and stress levels high, training that supports both clinical skills and emotional resilience can contribute significantly to long-term retention.

**Types and Effectiveness of Training Programs**

The effectiveness of training depends not just on content but also on how it's delivered and aligned with organizational needs. Salas et al. (2008) advocated for experiential training methods in healthcare—such as role-play, simulation, and team-based learning—which improve both technical and interpersonal skills.

Leadership training has been shown to influence both engagement and retention, especially among mid-level healthcare professionals seeking career advancement. Govaerts et al. (2011) found that employees who were part of leadership or mentoring programs demonstrated higher loyalty and organizational commitment.

Gill et al. (2016) emphasized the need for inclusive training programs that reach beyond clinical staff. Non-clinical employees, such as administrative and support staff, also benefit from training, yet they are often overlooked, which can negatively affect their morale and long-term engagement.

**Training in Hospital Contexts**

Hospitals are complex organizations where employees must continuously update their skills due to rapidly changing technologies, procedures, and patient care standards. The World Health Organization (2020) emphasizes Continuous Professional Development (CPD) as essential for quality healthcare delivery and workforce retention.

Aiken et al. (2012) found that hospitals that consistently invest in training experienced better nurse retention and patient outcomes. However, access to training must be equitable across departments to maximize organizational benefit. Furthermore, training must be job-relevant, timely, and followed by performance support, as highlighted by Goldstein and Ford (2002).

**RESEARCH GAPS**

Despite the extensive literature supporting the link between training, engagement, and retention, specific studies focusing on hospital environments, particularly in developing countries or among non-clinical hospital staff, remain limited. Many existing studies also focus more on outcomes than on the perceptions and experiences of employees themselves, indicating a need for more qualitative and mixed-method research.

Although the literature strongly supports the connection between training, engagement, and retention, most studies have focused on either corporate or clinical settings, with limited research targeting entire hospital systems, especially in developing regions. Additionally, there is a lack of comprehensive studies that integrate employee perceptions of training effectiveness with quantifiable outcomes like turnover rates and engagement scores.

**III. RESEARCH METHODOLOGY****RESEARCH DESIGN**

This study adopts a descriptive research design to examine the impact of training on employee engagement and retention at hospital. The descriptive design helps to systematically describe the relationship between training programs and their effects on staff motivation, engagement levels, and long-term retention.

**SAMPLING TECHNIQUE**

A convenience sampling technique was utilized. This approach involved selecting participants who were readily available and willing to provide relevant information, making the data collection process more efficient.

**DATA COLLECTION**

- Instrument: Structured Questionnaire
- Format: Likert scale

**DATA ANALYSIS**

- Software: SPSS
- Tests:
  - Correlation
  - Regression

#### IV. RESULTS

##### CORRELATION

##### Correlations

|   |  | I believe the training programs have enhanced my job performance | The training program influenced my decision to remain with Hospital | The Training has improved my problem-solving abilities at work | Training improved my interpersonal communication |
|---|--|--|---|--|--|
| I believe the training programs have enhanced my job performance    | Pearson Correlation Sig. (2-tailed)<br>N | 1<br>99  | .414**<br>.000<br>99  | .412**<br>.000<br>99   | .396**<br>.000<br>98                             |
| The training program influenced my decision to remain with Hospital | Pearson Correlation Sig. (2-tailed)<br>N | .414**<br>.000<br>99   | 1<br>.000<br>99   | .267**<br>.008<br>99   | .379**<br>.000<br>98                             |
| The Training has improved my problem-solving abilities at work      | Pearson Correlation Sig. (2-tailed)<br>N | .412**<br>.000<br>99   | .267**<br>.008<br>99  | 1<br>.000<br>99  | .395**<br>.000<br>98                             |
| Training improved my interpersonal communication                    | Pearson Correlation Sig. (2-tailed)<br>N | .396**<br>.000<br>98   | .379**<br>.000<br>98  | .395**<br>.000<br>98   | 1<br>.000<br>98                                  |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

##### INTERPRETATION

A moderate positive correlation of 0.414 ( $p < 0.01$ ) was found between training programs and job performance, indicating that training enhances job performance.

A significant positive correlation of 0.267 ( $p = 0.008$ ) between training and retention suggests that employees who perceive training as beneficial are more likely to stay with SRM Hospital.

Training also showed a positive correlation of 0.412 ( $p < 0.01$ ) with problem-solving abilities, indicating that training improves problem-solving skills.

A significant positive correlation of 0.396 ( $p < 0.01$ ) was found between training and interpersonal communication, suggesting that training enhances communication skills.

##### REGRESSION

##### Model Summary

| Model | R                 | R Square | Adjusted Square | Std. Error of the Estimate |
|-------|-------------------|----------|-----------------|----------------------------|
| 1     | .449 <sup>a</sup> | .202     | .168            | .895                       |

Predictors: (Constant), How frequently should training sessions be conducted to improve job performance, How effective are the training methods used (e.g., workshops, online modules, hands-on training), I am Satisfied with the training resources and support provided by Hospital, I am satisfied with the trainers' expertise and knowledge.

##### ANOVA<sup>a</sup>

| Model        | Sum of Squares | df | Mean Square | F     | Sig.              |
|--------------|----------------|----|-------------|-------|-------------------|
| 1 Regression | 19.011         | 4  | 4.753       | 5.932 | .000 <sup>b</sup> |
| Residual     | 75.312         | 94 | .801        |       |                   |
| Total        | 94.323         | 98 |             |       |                   |

a. Dependent Variable: The training program influenced my decision to remain with Hospital

b. Predictors: (Constant), How frequently should training sessions be conducted to improve job performance, How effective are the training methods used (e.g., workshops, online modules, hands-on training), I am Satisfied with the training resources and support provided by Hospital, I am satisfied with the trainers' expertise and knowledge.

### INTERPRETATION

The regression model explains 20.2% of the variance in employees' decision to remain at Hospital, which is statistically significant ( $F = 5.932$ ,  $p < 0.001$ ). Among the predictors, satisfaction with the trainers' expertise and knowledge emerged as the strongest and most significant predictor ( $\beta = 0.317$ ,  $p = 0.006$ ). This highlights that employees value knowledgeable and skilled trainers as a key factor in their retention.

Coefficients<sup>a</sup>

| Model  | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|--|-----------------------------|------------|---------------------------|-------|------|
|  | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)   | 1.816                       | .447       |                           | 4.060 | .000 |
| I am Satisfied with the training resources and support provided by Hospital                      | .025                        | .098       | .026                      | .256  | .799 |
| How effective are the training methods used (e.g., workshops, online modules, hands-on training) | .069                        | .090       | .080                      | .763  | .447 |
| I am satisfied with the trainers' expertise and knowledge  | .287                        | .103       | .317                      | 2.784 | .006 |
| How frequently should training sessions be conducted to improve job performance                  | .172                        | .092       | .179                      | 1.875 | .064 |

I. Dependent Variable: The training program influenced my decision to remain with Hospital

### V. FINDINGS

- A moderate positive correlation of 0.414 ( $p < 0.01$ ) was found between training programs and job performance, suggesting that training has a significant impact on enhancing employees' job performance.
- A significant positive correlation of 0.267 ( $p = 0.008$ ) was observed between training and retention, indicating that employees who perceive training as beneficial are more likely to stay with the hospital.
- A positive correlation of 0.412 ( $p < 0.01$ ) was found between training and improvement in problem-solving abilities, signifying that training helps employees develop stronger problem-solving skills.
- A significant positive correlation of 0.396 ( $p < 0.01$ ) was identified between training and improved interpersonal communication, suggesting that training positively impacts communication skills.
- The regression model explains 20.2% of the variance in employees' decision to remain at the hospital, with a statistically significant F-value of 5.932 ( $p < 0.001$ ).
- Satisfaction with trainers' expertise and knowledge was found to be the strongest and most significant predictor of retention ( $\beta = 0.317$ ,  $p = 0.006$ ). This implies that employees highly value knowledgeable trainers as a critical factor in their decision to stay with the hospital.
- Other factors, such as satisfaction with training resources and support, effectiveness of training methods, and frequency of training, were not as strongly predictive of retention.

### VI. SUGGESTIONS

- Enhance Trainer Expertise: Invest in ongoing development for trainers to improve their skills and effectiveness, as employees value knowledgeable trainers.
- Tailor Training to Needs: Design training programs specific to each department's needs, and regularly gather employee feedback to ensure relevance.
- Frequent and Relevant Training: Offer regular, career-aligned training to boost engagement and retention.
- Foster Continuous Learning: Encourage a culture of learning with self-directed courses, workshops, and knowledge-sharing.

- Include Soft Skills Training: Provide training in communication, teamwork, and emotional resilience to improve staff collaboration and job satisfaction.
- Improve Training Resources: Continuously evaluate and upgrade training materials to ensure they are engaging, up-to-date, and accessible.
- Evaluate Training Effectiveness: Regularly assess the impact of training on performance and retention, using data to improve programs.
  - Involve Employees in Design: Include employees in the development of training programs to ensure relevance and increase engagement.
  - Link Training to Career Advancement: Connect training with career growth opportunities to motivate employees to stay with the hospital.
  - Support Work-Life Balance: Complement training with policies promoting work-life balance and mental health support to reduce burnout and improve retention.

## VII. CONCLUSION

This study highlights the significant role of training and development programs in enhancing employee engagement and retention within a hospital setting. The findings indicate that comprehensive training not only improves job performance, problem-solving abilities, and communication skills but also contributes to higher levels of employee retention. Employees who perceive training as valuable are more likely to stay with the hospital, emphasizing the importance of well-designed and effective training programs.

Moreover, the study reveals that the expertise of trainers plays a crucial role in influencing retention decisions, with employees showing a strong preference for knowledgeable and skilled trainers. While factors such as training frequency and resources are important, they are secondary to the expertise and effectiveness of trainers.

In conclusion, hospitals can improve both employee engagement and retention by continuously investing in relevant, high-quality training programs that align with employees' career goals. This research underscores the need for ongoing professional development and strategic human resource management to build a committed and high-performing workforce in the healthcare sector.

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