

A Study On Employees Satisfaction Of On The Job Training In Multispecialty Hospitals With Reference To Chennai

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Keywords:	Abstract
On-the-job, Training, Employee, Satisfaction, Multispecialty Hospitals.	The study is based on the on-the-job training satisfaction level of the employees working in multispecialty hospitals in Chennai. For the study 275 employees-including doctors, nurses, technicians and support staff were taken from 5 various multispecialty hospitals in Chennai city. The main objective is to find how the OJT influences the job performance, employee motivation, satisfaction and overall working environmental development in the hospitals. The objectives of the study are (i) to assess the level of employee satisfaction with on-the-job training in multispecialty hospitals in Chennai, (ii) to examine the relationship between Job rotation and Coaching and mentoring, Job shadowing and Simulations and Co-worker Training and level of satisfaction and (iii) to offer suggestions to the hospital management. The determination and selection of 275 respondents was based on availability during the study period (February 2025 to April 2025) and was ensured that adequate representation was made across the roles. All respondents completed the survey in full, and the data were provided for analysis. The researcher used percentage analysis and correlation co-efficient.

Introduction

Many multispecialty hospitals with cutting-edge clinical services may be found in Chennai, a significant South Indian healthcare centers. Medical, nursing, technical, administrative, and support personnel make up the workforce, and each one needs specialized training. Even with OJT spending, there are still few structured evaluations of training satisfaction. In the fast competitive word, the demand for highly skilled medical support staff in the health care sector, in multispecialty hospital in Chennai. The study has been conducted in Chennai city on the satisfaction of on the job training given to the staff in the hospital. Since these hospitals serve diverse patients needs, a high standard has to be maintained from the environment till the quality of the staff. To maintain high standards of care, these institutions rely heavily on continuous on-the-job training (OJT). It is a structured training to the employee on the job-specific knowledge, skills, and attitudes of the staff working in the hospital. Training gives a bridge to the theoretical and practical aspects to the employees in the hospital. The OJT focus on the clinical skills, patient communication, teamwork, and patient outcomes, and assessing the satisfaction with OJT in multispecialty hospitals in Chennai.

OJT includes the skills demonstrations, supervising practices, simulations, experiences from seniors, and feedback from the trainees. This training gives a practical knowledge to the staff in clinical competence, reduces errors, improves confidence, and develops professional growth for the development of the hospital. With employee satisfaction study on the OJT, which is linked with productivity, retention, and patient satisfaction as the core component, the employee's feel of training is also assessed.

Statement of the problem

Only a satisfied employee can bring reputation for an organisation. Since, multispecialty hospitals in Chennai work with multinational people, the management expects a quality from the staff working there. Training programmes are arranged to improve the skill of the employees. But only if the staff is

satisfied with the training, despite their busy schedule, any OJT will be a successful for the development for the organisation. So, satisfaction of the staff is taken for the study on the OJT in multispecialty hospitals in Chennai.

Review of literature

Nazari, K., et al. (2019)¹. In their paper on topic “Impact of On-the-Job Training on Healthcare Employee Satisfaction, had found that the on-the-job training had enhanced the satisfaction of the employees and reduced the turnover in the hospital. The employees were more satisfied with the training and the trainers who gave training in different aspects.

Rathi, D., & Lee, A. (2021)². In their paper on “Effectiveness of Simulation-based Training for Nurses in Multispecialty Settings, had focused on the OJT on simulation-based reported that the clinical skills and self-confidence among nursing staff, with participants rating their training satisfaction as high in the hospitals.

Krishnan, S., & Gupta, P. (2022)³. In their research paper “Training Satisfaction and Performance Outcomes: Evidence from Indian Private Hospitals, had highlighted that the research taken in the six hospitals in Bangalore, identified that five satisfaction factors such as trainer expertise, content relevance, supervisory support, peer interaction, and training resources has positively influenced both performance and retention of the staff working in hospitals.

Objectives of the study

- To assess the level of employee satisfaction with on-the-job training in multispecialty hospitals in Chennai.
- To examine the relationship between Job rotation and Coaching and mentoring, Job shadowing and Simulations and Co- worker Training and level of satisfaction.
- To offer suggestions to the hospital management.

Period of study

The study was taken from February to April 2025, during this 3 months, the researcher had collected data in the study area for selected multispecialty hospitals.

Sampling Size and sampling Method

The study uses convenience sampling technique and questionnaires were given to 275 employees from various departments in the hospitals, nurses, technicians, administrative staff, human resource staff and support personnel. The determination and selection of 275 respondents was based on availability during the study period (February 2025 to April 2025) and was ensured that adequate representation was made across the roles. All respondents completed the survey in full, and the data were provided for analysis.

Percentage analysis

The following table shows the percentage analysis result of the respondents.

¹ Nazari, K., et al. (2019). “Impact of On-the-Job Training on Healthcare Employee Satisfaction.” *International Journal of Organizational Analysis*, 27(4), 789–807. DOI: 10.1108/IJOA-11-2018-1730

² Rathi, D., & Lee, A. (2021). “Effectiveness of Simulation based Training for Nurses in Multispecialty Settings.” *Journal of Nursing Education*, 60(3), 153–160. DOI: 10.3928/01484834 20210222 07

³ **Krishnan, S., & Gupta, P. (2022).** “Training Satisfaction and Performance Outcomes: Evidence from Indian Private Hospitals.” *South Asian Journal of Human Resources Management*, 9(2), 130–149. DOI: 10.1177/23220937211033020.

Table 1 : Age group of the respondents

Sl. No.	Age group	Number of respondents	Percentage
1	Up to 25 years	48	17.45
2	26 years to 35 years	76	27.64
3	36 years to 45 years	96	34.91
4	Above 45 years	55	20.00
	Total	275	100

Source : Primary data

The above table shows the age group of the respondents, out of 275 respondents forty eight (17.45%) respondents are up to 25 years old. Seventy six (27.64%) respondents are between 26 years and 35 years old. Ninety six (34.91%) respondents are between 36 years and 45 years old and remaining fifty five (20.00%) respondents are above 45 years old. Majority (34.91%) of the respondents are between 36 years and 45 years old.

Table 2 : Gender of the respondents

Sl. No.	Gender	Number of respondents	Percentage
1	Male	67	24.36
2	Female	208	75.64
	Total	275	100

Source : Primary data

The above table shows the gender of the respondents, out of 275 respondents, sixty seven (24.36%) respondents are male and remaining two hundred and eight (75.64%) respondents are female. Majority (75.64%) of the respondents are female.

Table 3 : Marital Status of the respondents

Sl. No.	Marital status	Number of respondents	Percentage
1	Married	166	60.36
2	Unmarried	109	39.64
	Total	275	100

Source : Primary data

The above table shows the marital status of the respondents, out of 275 respondents, one hundred and sixty six (60.36%) respondents are married and remaining one hundred and nine (39.64%) respondents are unmarried. Majority (60.36%) of the respondents are married.

Table 4 : Designation of the respondents

Sl. No.	Designation	Number of respondents	Percentage
1	Nurse	117	42.55
2	Support	106	38.54
3	Administrative	52	18.91
	Total	275	100

Source : Primary data

The above table shows the designation of the respondents, out of 275 respondents, one hundred and seventeen (42.55%) respondents are nurse. One hundred and six (38.54%) respondents are

supportive staff and remaining fifty two (18.91%) respondents are administrative staff. Majority (42.55%) of the respondents are nurse.

Table 5 : Monthly Salary of the respondents

Sl. No.	Monthly salary	Number of respondents	Percentage
1	Less than Rs. 25,000	117	42.55
2	Rs. 25,001 to Rs. 40,000	106	38.54
3	Above Rs. 40,000	52	18.91
	Total	275	100

Source : Primary data

The above table shows the monthly salary of the respondents, out of 275 respondents, one hundred and seventeen (42.55%) respondents' monthly salary is less than Rs. 25,000. One hundred and six (38.54%) respondents' monthly salary is between Rs. 25,001 and Rs. 40,000 and remaining fifty two (18.91%) respondents' monthly salary is above Rs. 40,000. Majority (42.55%) of the respondents' monthly salary is less than Rs. 25,000.

Level of satisfaction of different training

The researcher has taken seven different training which the multispecialty hospitals practicing in Chennai. i.e. (i) Job rotation, (ii) Coaching and mentoring, (iii) Job shadowing, (iv) Simulations, (v) Co- worker Training, (vi) Just in time training, (vii) Orientation and (viii) Real time feedback.

Five point likert scale The researcher has used five point likert scale to find the level of satisfaction of job rotation of the respondents. The following table presented the level of satisfaction of job rotation.

Table 6 : Level of satisfaction of Job rotation

Sl. No.	Level of Job rotation	Number of respondents	Percentage
1	Highly satisfied	64	23.27
2	Satisfied	51	18.55
3	Neutral	84	30.55
4	Dissatisfied	48	17.45
5	Highly dissatisfied	28	10.18
	Total	275	100

Source : Primary data

The above table shows the level of job satisfaction of job rotation of the respondents, out of 275 respondents, sixty four (23.27%) respondents are highly satisfied. Fifty one (18.55%) respondents are satisfied. Eighty four (30.55%) respondents are neutral. Forty eight (17.45%) respondents are dissatisfied and remaining twenty eight (10.18%) respondents are highly dissatisfied. Majority (30.55%) of the respondents are neutral about the level of satisfaction of job rotation.

Table 7 : Level of satisfaction of Coaching and mentoring

Sl. No.	Level of Coaching and mentoring	Number of respondents	Percentage
1	Highly satisfied	48	17.45
2	Satisfied	57	20.73
3	Neutral	85	30.91
4	Dissatisfied	33	12.00
5	Highly dissatisfied	52	18.91
	Total	275	100

Source : Primary data

The above table shows the level of satisfaction of coaching and mentoring of the respondents, out of 275 respondents, forty eight (17.45%) respondents are highly satisfied of level of coaching and mentoring. Fifty seven (20.73%) respondents are satisfied of coaching and mentoring. Eighty five (30.91%) respondents are neutral of coaching and mentoring. Thirty three (12.00%) respondents are dissatisfied of coaching and mentoring and remaining fifty two (18.91%) respondents are highly dissatisfied of coaching and mentoring. Majority (30.91%) of the respondents are neutral about the level of satisfaction of coaching and mentoring.

Table 8 : Level of satisfaction of Job shadowing

Sl. No.	Level of Job shadowing	Number of respondents	Percentage
1	Highly satisfied	43	15.64
2	Satisfied	58	21.09
3	Neutral	92	33.45
4	Dissatisfied	38	13.82
5	Highly dissatisfied	44	16.00
	Total	275	100

Source : Primary data

The above table shows the level of satisfaction of job shadowing of the respondents, out of 275 respondents, forty three (15.64%) respondents are highly satisfied of level of job shadowing. Fifty eight (21.09%) respondents are satisfied of job shadowing. Ninety two (33.45%) respondents are neutral of job shadowing. Thirty eight (13.82%) respondents are dissatisfied of job shadowing and remaining forty four (16.00%) respondents are highly dissatisfied of job shadowing. Majority (33.45%) of the respondents are neutral about the level of satisfaction of job shadowing.

Table 9 : Level of satisfaction of Simulations

Sl. No.	Level of Simulations	Number of respondents	Percentage
1	Highly satisfied	56	20.36
2	Satisfied	68	24.73
3	Neutral	89	32.36
4	Dissatisfied	27	9.82
5	Highly dissatisfied	35	12.73
	Total	275	100

Source : Primary data

The above table shows the level of satisfaction of simulations of the respondents, out of 275 respondents, fifty six (20.36%) respondents are highly satisfied of level of simulations. Sixty eight (24.73%) respondents are satisfied of simulations. Eighty nine (32.36%) respondents are neutral of simulations. Twenty seven (9.82%) respondents are dissatisfied of simulations and remaining thirty five (12.73%) respondents are highly dissatisfied of simulations. Majority (32.36%) of the respondents are neutral about the level of satisfaction of simulations.

Table 10 : Level of satisfaction of Co- worker Training

Sl. No.	Level of satisfaction of Co-worker training	Number of respondents	Percentage
1	Highly satisfied	94	34.18
2	Satisfied	58	21.09
3	Neutral	46	16.73
4	Dissatisfied	35	12.73
5	Highly dissatisfied	42	15.27
	Total	275	100

Source : Primary data

The above table shows the level of satisfaction of co-worker training of the respondents, out of 275 respondents, ninety four (34.18%) respondents are highly satisfied of co-worker training. Fifty eight (21.09%) respondents are satisfied of co-worker training. Forty six (16.73%) respondents are neutral of co-workers training. Thirty five (12.73%) respondents are dissatisfied of co-worker training and remaining forty two (15.27%) respondents are highly dissatisfied of co-worker training. Majority (34.18%) of the respondents are highly satisfied about the level of co-workers training.

Table 11 : Relationship between job rotation, coaching and mentoring, job shadowing, simulations, Co – worker training and level of satisfaction

Variables	r	p-value
Job rotation ↔ Coaching and mentoring	0.627**	<0.001
Job shadowing ↔ Simulations	0.579**	<0.001
Co- worker Training ↔ level of satisfaction	0.883**	<0.001

Interpretation: Strong positive correlations indicate that higher satisfaction aligns with job rotation and coaching and mentoring, job shadowing and simulations, co-workers training and level of satisfaction at 1% significant level.

Findings

1. Majority (34.91%) of the respondents are between 36 years and 45 years old.
2. Majority (75.64%) of the respondents are female.
3. Majority (60.36%) of the respondents are married.
4. Majority (42.55%) of the respondents are nurse.
5. Majority (42.55%) of the respondents' monthly salary is less than Rs. 25,000.
6. Majority (30.55%) of the respondents are neutral about the level of satisfaction of job rotation.
7. Majority (30.91%) of the respondents are neutral about the level of satisfaction of coaching and mentoring.
8. Majority (33.45%) of the respondents are neutral about the level of satisfaction of job shadowing.
9. Majority (32.36%) of the respondents are neutral about the level of satisfaction of simulations.
10. Majority (34.18%) of the respondents are highly satisfied about the level of co-workers training.

Suggestions of the study

Based on the study, some suggestions were made for the staff, trainers and the organization.

1. The trainers should give a kind of training that are role-specific to clinical, technical, and support roles.
2. The training and development programme should ensure a high expertise in the field of hospital patient management.
3. Proper feedbacks have to be got from the trainees who had taken the on-the-job training.
4. Hands-on-training must ensure it should have proper infrastructure and tools in training programme.
5. The management should give a supportive learning environment with mentorship for the employees.
6. Evaluation has to be made at regular intervals during the training to know the training outcomes and satisfaction metrics of the employees.
7. Proper review has to be made in cycles to update training materials based on feedbacks given by the employees.

Conclusion

This study emphasizes how important on-the-job training is for improving worker performance and happiness at Chennai's multispecialty hospitals. The majority of workers are content, especially when training is well-resourced, relevant, and taught by qualified professionals. The results will be further

made by putting structured feedback into practice, funding trainer development, and cultivating a culture that is focused on learning. Hospitals may improve patient care quality, retention, and morale by continuously evaluating and improving OJT programs. The study finally concluded that the employee are satisfied with the OJT provided by the management of the multispecialty hospitals in Chennai.

References

1. Krishnan, S., & Gupta, P. (2022). "Training Satisfaction and Performance Outcomes: Evidence from Indian Private Hospitals." *South Asian Journal of Human Resources Management*, 9(2), 130–149. DOI: 10.1177/23220937211033020
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