

Internship Training

at

**Eye-Q Vision Pvt. Ltd.**

**Reviewing the Management Trainee Program 'UDAAN'  
of Eye-Q Vision**

by

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Under the guidance of

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Post Graduate Diploma in Hospital and Health Management

2018-20



**International Institute of Health Management Research  
New Delhi**

The certificate is awarded to

**Name:** Sharon M Mathew

in recognition of having successfully completed her  
Internship in the department of

**Human Resource**

and has successfully completed her Project on

**Review of The Management Trainee Program 'UDAAN' of Eye-Q Vision**

**Date:** 01 June, 2020

**Organisation:** Eye-Q Vision. Pvt. Ltd

She comes across as a committed, sincere & diligent person  
who has a strong drive & zeal for learning.

We wish her all the best for future endeavors.

**Training & Development**

Mr. Ranjit Tiwari

**Zonal Head-Human Resources**

Mr. Sumit Bhasin

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that Sharon M Mathew, student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from International Institute of Health Management Research, New Delhi has undergone internship training at Eye-Q Vision. Pvt. Ltd. from 10<sup>th</sup> Feb, 2020 to 15<sup>th</sup> May, 2020.

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.

Dr Pradeep K Panda  
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## Certificate of Approval

The following dissertation titled “**Reviewing the Management Trainee Program ‘UDAAN’ of Eye-Q Vision**” at “**Eye-Q Vision Pvt. Ltd.**” is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **Post Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

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## **Certificate from Dissertation Advisory Committee**

This is to certify that **Ms. Sharon M Mathew**, a graduate student of the **Post- Graduate Diploma in Health and Hospital Management** has worked under our guidance and supervision. She is submitting this dissertation titled “**Reviewing the Management Trainee Program ‘UDAAN’ of Eye-Q Vision**” at “Eye-Q Vision Pvt. Ltd.” in partial fulfillment of the requirements for the award of the **Post- Graduate Diploma in Health and Hospital Management**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

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**CERTIFICATE BY SCHOLAR**

This is to certify that the dissertation titled “Review of Management Trainee Program ‘UDAAN’ by Eye-Q Vision” and submitted by Sharon M Mathew, Enrollment No. PG/10/071 under the supervision of Dr. Vinay Tripathi for award of Postgraduate Diploma in Hospital and Health Management of the Institute carried out during the period from 10, February 2020 to 15, May 2020 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

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# FEEDBACK FORM

**Name of the Student:** Sharon M Mathew

**Dissertation Organisation:** Eye-Q Vision Pvt. Ltd.

**Area of Dissertation:** Human resource

**Attendance:** Regular

**Objectives achieved:** Yes

**Deliverables:** Achieved the goals of tasks assigned.

**Strengths:** Analytical, enthusiastic, Good communication skills

**Suggestions for Improvement:** Hospital process knowledge

**Signature of the Officer-in-Charge/ Organisation Mentor (Dissertation)**

**Date:**

**Place:**

## **ABSTRACT**

### **Review of the management trainee program ‘Udaan’ of Eye-Q Vision**

Sharon M Mathew

(Hospital Batch)

Key words: Management, Training program, Trainees, Review & Feedback

A management training program ‘UDAAN’ is run by Eye-Q Vision Pvt. Ltd. for the new recruits. It is 90-days future leadership program where the trainees are sent to various centres of Eye-Q for the training. A study of this training program was done with three objectives. The first one was to, review the training program. Second, was to assess the impact of the training program and third objective was to assess the feedbacks of the trainees on the program. The study was a cross sectional study which included a sample size of 10 trainees who underwent training from 10<sup>th</sup> February, 2020 to 15<sup>th</sup> May, 2020. Both primary and secondary data were collected under the study. Primary data were collected through observation and semi-structured questionnaire, while secondary data were collected from the organization records focusing on training program. Extensive review of secondary data revealed that the objective of the program is to create pipeline of young talent for cross functional teams focusing on patient relationship, optometry, counselling, pharmacy and optical as part of its different modules. All trainees agreed that the training program is effective in terms of improving their skill sets mainly in the areas of communication, rapport building & team management though faced some difficulties. The trainees were satisfied with the training quality and the training experience they received. Various feedbacks given by the trainees was also assessed. Trainees have suggested that, focus on proper schedule, inclusion of roleplays and timely assessment could further enhance the learning from the training program. Overall, the management training program ‘UDAAN’ by Eye-Q is a success and very efficient in training the new recruits to understand the overall functions.

## ACKNOWLEDGEMENT

Without the support, guidance and patience of the following people this Dissertation report would not have been completed, who deserve acknowledgement beyond words.

First and foremost, I would like to express my gratitude to Mr. Sumit Bhasin, AVP HR, Eye-Q Vision for giving me permission to commence this study in the first instance, to do the necessary research work and to use organizational data.

I would like to devote my thanks to my respected mentor Mr. Ranjit Tiwari for giving me this wonderful learning opportunity by giving me this valuable project and for all the help during my internship period. I would also like to thank him for his unconditional support and guidance throughout the project without which this work would not have been materialized. I am grateful to Dr. Vinay Triphati, Professor-IIHMR, for being my mentor whose guidance helped me sail through many hurdles, I am sincerely thankful to him.

No words of gratitude are sufficient to appreciate the assistance of the hospital staff for their consistent support and motivation. They were always there to help and support me at each and every step to make the project highly beneficial and meaningful for me.

At Eye-QVision, I came across people who gave shape to my efforts and who were crucial in making my Dissertation more meaningful.

Last but surely not least from the bottom of my heart I wish to thank my family and my friends for their encouragement and support, without which I would have not attained all that I have so far. I hope I have lived up to their expectations.

Sharon M Mathew

## TABLE OF CONTENTS

<b>S.No</b>	<b>Content</b>	<b>Page No</b>
<b>1</b>	<b>Section 1 INTRODUCTION</b>	<b>1-5</b>
<b>2</b>	<b>Section 2 LITERATURE REVIEW</b>	<b>6-19</b>
<b>3</b>	<b>Section 3 METHODOLOGY</b>	<b>20 &amp; 21</b>
<b>4</b>	<b>Section 4 RESULTS</b>	<b>22-35</b>
<b>5</b>	<b>Section 5 DISCUSSION</b>	<b>36 &amp; 37</b>
<b>6</b>	<b>Section 6 CONCLUSION</b>	<b>38 &amp; 39</b>
<b>7</b>	<b>BIBLIOGRAPHY</b>	<b>40</b>

## LIST OF FIGURES

<b>S.No</b>	<b>Figures</b>	<b>Page No</b>
<b>1</b>	<b>Figure 4.1</b>	<b>25</b>
<b>2</b>	<b>Figure 4.2</b>	<b>29</b>
<b>3</b>	<b>Figure 4.3</b>	<b>32</b>
<b>4</b>	<b>Figure 4.4</b>	<b>33</b>
<b>5</b>	<b>Figure 4.5</b>	<b>34</b>
<b>6</b>	<b>Figure 4.6</b>	<b>34</b>

## LIST OF SYMBOLS AND ABBREVIATIONS

<b>Approx.</b>	Approximate
<b>LASIK</b>	Laser-Assisted In-Situ Keratomileusis
<b>OT</b>	Operation Theatre
<b>HR</b>	Human Resource
<b>GRN</b>	Goods Received Note

**Section-1**  
**INTRODUCTION**

Eye-Q Vision is a chain of super specialty eye hospitals which has 37 centres pan India. It was found by Dr. Ajay Sharma, CMD Eye-Q Hospitals and Co-founded by Mr. Rajat Goel, CEO Eye-Q Hospitals. It has a total workforce of about 600 approx. including clinical and non-clinical personnel.

For the non-clinical workforce Eye-Q appoints, they conduct a compulsory Management Training Program called 'UDAAN' for a period of 3 months in which the training is divided into modules and the new recruits go through those modules before being assigned any particular role. It is basically a Future Leadership Program designed with an objective to create pipeline of young talent for cross functional teams through campus recruitment.

There is a on board induction after which they are sent to a particular centre in which they visit all the departments to learn the comprehensive functioning of the hospital. The modules include: Comprehensive ophthalmology, Retina, LASIK, Cataract, Counselling, Patient relationship executive, Marketing, OT, Pharmacy, Optical, HR, Finance and Supply-chain.

The management trainee has to understand all the services and its working to be efficient in the job he/she will be allotted to. These include:

- **CATARACT SURGERY:** Cataract mostly occurs within the elderly population. It requires immediate doctor advice to urge the treatment. EYE-Q offers Femto technology which is a bladeless and non-painful surgery for Cataract.

- **LASIK SURGERY:** Lasik surgery is a method to get rid of the eyeglasses. A comprehensive detailed eye checkup is done to see whether the patient is suitable for LASIK surgery or not. Every type of Lasik is done here that fits the expenditure affordable by all classes.
- **RETINA TREATMENT:** Retinal tearing and detachment of the retina are treated using retinal surgery which is combined using laser photocoagulation and retinal freezing cryopexy techniques.
- **PEDIATRIC SERVICES :** Squint and Amblyopia are the disease conditions which fall under pediatric eye disease.
- **OPTICAL SERVICES:** EYE-Q has invested in faster glazing machines to supply the simplest spectacles and get in touch with lenses for the patient with vision problems. Eye-Q has collaboration with Pinnacle optical Pvt Ltd.
- **GENERAL EYE CARE:** General eye care deals with a routine check-up and customary eye problems like dry eyes, conjunctivitis etc. EYE-Q hospitals have a world-class infrastructure to cater to the requirements of the patients.
- **DIABETES EYE CARE:** Diabetic retinopathy may be a serious condition of the retina that would cause blindness in diabetic patients. Eye-Q hospitals across India cater to the attention care of diabetic patients which is concentrated on early diagnosis and management of disease.

- **REFRACTIVE SERVICES:** Refractive defects include myopia, hypermetropia, and astigmatism which generally occurs due to refractive errors resulting in vision defects. Refractive services include Lasik surgery which may be a tried and tested method for refractive errors.
  
- **CONTACT LENSES:** Contact lenses are alternative to Eyeglasses which supply great relief to the people with refractive error defects. The patients do not have to worry about the breaking of the glasses and do not have to carry it everywhere, contact lenses once worn can make the patient tension free with clearer vision and without anyone noticing.
  
- **OCULOPLASTY SERVICES:** Oculoplastic surgery is a corrective, reconstructive and cosmetic eye surgery in cases of ocular-orbital eye defects and retinoblastoma.
  
- **SQUINT SURGERY:** Squint (Strabismus) may be a condition which arises in result to an incorrect balance of muscles, refractive errors, nerve palsy, and a number of other reasons. Squint Surgery requires no hospitalization and is a day-care surgery.
  
- **GLAUCOMA TREATMENT:** Glaucoma occurs when the nervous opticus gets damaged due to the pressure which may end in vision loss also counting on the severity. Immediate attention and treatment is needed for better chances of recovery. At Eye-Q doctors provide the required treatment combined with psychological counselling.
  
- **BASIC EYE CARE:** Lifestyle changes and various other changes has led to a rise in various Eye problems among the population. General eye care includes regular health check-ups, wearing protective eyeglasses and washing eyes thoroughly.

After successfully completing the training, the trainees have to present their leanings of the entire training process before the board of management and after assessing their performance in individual departments they are assigned their roles.

Aim: To have a comprehensive understanding about the Management Training Program 'UDAAN' and to recommend other various techniques that can be incorporated to make the program more effective.

Objectives:

1. To review the Management Trainee Program 'UDAAN' of Eye-Q Vision Pvt. Ltd.
2. To assess the impact of the training program.
3. To examine the feedback of the trainees on the program.

**Section-2**  
**LITERATURE REVIEW**

Different companies provides training and development program to their employees for the improvement of their skills and abilities. In the start of 90s Sears Credit initiated a key rearrangement and retorted with a career-development programs. This program was developed for employee in order to line up their skills with changing jobs and also ensured that program was adding value for the growth of their organization. Companies also think that they were not allocating career opportunities to their employees with acquaintances and abilities to get benefit from these opportunities (O'Herron and Simonsen 1995). JC Penny, countrywide wholesale departmental store, developed a virtual university to support the employees to get abilities and skills as required by their jobs (Garger 1999). Tires Plus, tire retailer based on Minnesota, established Tires Plus University to its employees to increase recruitment, retain employees of the store, and fill up the key positions and augments whole improvement of the employees. U.S. Tsubaki, Illinois, established UST University to provide and calculate training and organizational development programs that fulfill the organizational and individual needs of the organizations (Callahan 2000). All over the world different companies are providing different programs for the betterment and skill improvement of their employees which are based on same logic.

Mel Kleiman (2000) described that the essentials parts of a worthy employee training program are constructed on orientation, management skills, and operational skills of employees. These theories are the groundwork of any employee development program. Janet Kottke (1999) described that employee development programs must be comprises with core proficiencies, appropriate structure through which organizations develop their businesses at corporate level. The basic function of the theory is to gain knowledge, cooperation, inventive thinking and resolving problem (Kottke 1999). Fundamental goals of several employee development programs are to deliver the mission of the

organization and support workers to learn the culture of the organization (Gerbman 2000). These objectives provide help to the strategic goals of business by facilitating learning chances and support organizational culture (Kottke 1999). The requirements for technical training program for employees raised their job satisfaction and help to understand the culture of organization, which lead to the success of the organization. We must take care about these elements that employee should be updated with the present knowledge of the job. Employee will be more productive, if companies provide them training as per the requirement of the job.

Today most of the organizations have built up different programs for the training and development of their employees. Usually companies offered tuition reimbursement package to their employees so that they can improve their knowledge and education. It has been found by the Corporate University that almost 10 percent of employees are entitled for this benefit (Rosenwald 2000). Furthermore, only senior management and those employees who are at top level are entitled for tuition reimbursement (Rosenwald 2000). As a result thereof, many organizations conduct in-house training programs for their employees that are more beneficial and cheap. Training section of the organizations attempts to concentrate on particular job proficiency whereas the corporate department is proactive with an additional strategic approach. Training and development program is a planned education component and with exceptional method for sharing the culture of the organization, which moves from one job skills to understand the workplace skill, developing leadership, innovative thinking and problem resolving (Meister, 1998). Employee development programs includes a variety of teaching technique, schedule, and helping learning environment that ensure employee to improve their skills and later apply on their jobs (Gerbamn 2000).

## 2. Components of Training and Development Program:

There is no particular method for developing the employee training, however particular significant methods that would be measured. A perfect employee training and development program must be the mixture of knowledge, career development and goal setting. These approaches will benefit the program to be more useful for the employees and organization. Today organizations are extensively using the Information Technology systems for their learning programs. Knowledge and information systems are rapidly moving ahead and those companies cannot survive that provide up to date knowledge of I.T. to their employees. For a new task training must be given to employees so that they can easily cope with new task. It should be the responsibility of the organization to assured that employees have knowledge, skills and abilities, and these skills must be according to the required level of the job. Furthermore, when employees need required skills and knowledge it should be provide them on the right time without any delay. In the result thereof, companies required to make sure that employee can learn whenever they required (Garger 1999). To complete this purpose organizations required the internet and computer based learning segments.

The basic reason for career planning as quantity of employee training program is not merely to support employees to think that their employers are financing in their career, furthermore keep in mind that they help employees to manage various characteristics of their lives and a clear promotion track. Employers cannot make promise with employees for their job security, but they provide them opportunities to improve their knowledge and skills, so that they can remain sustain in job market (Moses 1999). Career development of the employees should be established on bright career path which

employee can easily recognize and gave it worth (Nunn 2000). To achieve this purpose, employee must classify their work, work priorities and current skills they have to do their job. Therefore, employees can start identify the jobs that would require in future and set of skills to manage those jobs (Moses 2000). As result thereof, employee should improve understanding to work, better accountability for career and strategy for action to attain upcoming goals.

The main problem suffer by organizations is to commit this practice, which may take some employees to leave the organization and look around for certain job vacancies outside the organization (O'Herron and Simonsen 1995). Furthermore, sometimes employees feel the risk of right sized of employee in the organization. The key element of career planning and employee development is goal setting. Therefore it has been described that learning programs support employees to enhance their performance instead of just increasing their work competencies (Gerbman 2000). It is better to give the opportunity to employees to perform their jobs in a better way and if they need help, organizations must provide them proper tools to perform the job. Development program help the employees to learn and facilitating them to become a critical philosopher (Garger 1999). Sears Roebuck & Co. remains careful on this idea as organization doesn't want that all employees think similar but the organizations need to give those employees conceptual skills to think in a different way (Gerbman 2000).

An employee from Tires Plus described that he educated additional about the organization instead of just doing his work and this assist him to think in what way he can positively influence on the goals of the organizational (Dobbs, 2000). Individual should improve their knowledge so that organizations get them hand to hand and pay them good

European Journal of Business and salary. It is the main responsibility of the organizations to provide opportunities to their employees but individual should take initiative to use those opportunities for the betterment of their future career (Garger 1999). Employee training and development programs should create in a way that it not only accomplish its goals but have optimistic consequences on employee and organization. The organizations which are using employee development programs are getting positive results from the individuals by using this program.

## 2.1 Individual Benefits from Training and Development Program

### 2.1.1 Career Competencies

Employees get a lot of benefits from the employee training and development program. They learn the soft and technical skills as required by their jobs. In last 30 years unemployment is at its lowest rates which is not beneficial for the workers to start new job, if opportunities for growth are fewer (Dobbs 2000). Fresh university graduates mostly considering for a firm which provides intensively training programs to their employees, but this idea is risky for organizations to lose fresh trained employees with couple of years (Feldman 2000). Professional which are placed in the industry of information technology, identify that knowledge is authority and they required to retain their abilities and talent according to current requirement of the market. Most of the employees recognize the importance of training program and would like to increase their salary (Dillich 2000). It is also expected from the fresh graduate not appropriately equipped for the continually changing business environment (Gerbman 2000). Young professionals with entrepreneurial ambitions know that they have shortage of experience and money; hence they attempt to join companies which provide training programs to

prepare their employees for the betterment of future (Feldman 2000). Employee development program help employees to survive in the future and develop their abilities to cope with new technologies.

From many years the requirements for blue-collar jobs is constant, and numerous companies have prepared a modification for demanding learning software and programmed systems (Cunniff 2000). This requirement is compelling workers to appraise their profession capabilities to sustain their employment. Due to this situation numerous employees have rehabilitated their attitude to acquire promoted inside their organizations to work and develop out of the organization (Feldman 2000). Therefore workers used to prepare 10 year plan for their future and constantly change their plans after two years as per the change of technology and information (Wilson 2000). Tires Plus delivers training to promote a diverse career through the organization which comprises 80 hours training for supervisor to promote them to the manager (Dobbs 2000). I-Cube, Information technology consulting firm in Massachusetts, provide employee development program for their employees which is named by I-Altitude and offer to fresh employees so that the can easily adjust themselves in the organization (Fenn 1999). Employees understand that training program can directed to superior duties and higher remuneration (Fenn 1999). Furthermore, helping workers to improve their skills and knowledge to cope with the future requirements, lead to job satisfaction.

### 2.1.2 Employee Satisfaction

Employees have no feeling about their organizations, if they think that their organizations are not caring about them (Garger 1999). Companies which are willing to spend money on their employees, give value to work with those companies, even

though that investment eventually benefits the organization (Wilson 2000). Companies which are providing the training and development programs for their employees are achieving high level of employee satisfaction and low employee turnover (Wagner 2000). Training increase organization's reliability for the reason that employees recognize their organization is spending in their future career (Rosenwald 2000).

Loyalty with the organization cannot be calculated but it is substantial to intrinsic reward that employee feel. Employee feels comfortable and wants to stay with their organization, when they feel they are putting their efforts and skills in the bottom line for their organization (Logan 2000). Employees who are satisfied with their jobs, believe that their work has a purpose and important for their organization (Moses 2000). Usually the best performers do not leave a job for the purpose of financial benefits. Though salary and benefits plays an important part in selecting and retention of the employees, employees are always observing the opportunities to acquire novel skills, to get the European Journal of Business and Management encounter of different duties, and looking for personal and professional development (Wagner 2000). Therefore, nourishing these requirements facilitates in figure up confidence, self-esteem and job gratification in employees (Nunn, 2000).

### 2.1.3 Employee Performance

Training effects on behavior of employees and their working skills which resulted in enhanced employee performance and further constructive changes (Satterfield and Hughes 2007) that serves as increase employee performance (Kraiger 2002). Arthur et al. (2003) developed an analysis of 1152 sample size from 165 resources and revealed that in distinction with no-training or pre-training conditions; training had commonly

positive result on job-related performance. However, dissimilarities in positions of effect sizes were not big, the efficiency of training vary regarding the training transfer technique and the skill being trained. Benefits of training program are also related to technical skills of the employees. For instance, Davis and Yi (2004) developed two researches with approximately 300 contributors with the help of behavior-model training and remained capable to increase significantly computer skills. Psychologically practicing tasks permitted trainees to grow learned knowledge, abilities and task.

Training is positively effects on the employee performance of the employees. During a qualitative study concerning mechanics in India, Barber (2004) originates that on-the-job training headed to superior novelty and implicit skills. Technical and professional skills are very important for the employees to perform a job in an effective way.

Providing training opportunities to employees can enhance the performance of the employees. Reference to invention, training increased the educated mechanics to figure up two Jeep bodies using only a homemade hammer, chisel, and oxyacetylene welder. Concerning to implicit skills, Barber described in his study that profession of a mechanic needs “feel” to remain successful. Barber (2004) described in the result of an effective training that a mechanic had worthy emotion of how to hit the metal at the particular spot so that work must be performed in a systematic and proper way.

## 2.2 Organizational Benefits from Training and Development Program

### 2.2.1 Market Growth

Employee development programs are important for any organization to stay solvent and competitive in the market. Though it is expensive for the organization to spend the money on their employees but this investment is positive for the organizations to hold the place in the market. American Society for Training and Development mentioned two motives that are significant for employee's knowledge, first employees identify the worth of training and marketable by organization and second CEOs of the companies understand that how fast information is transferring in current business environment (Fenn, 2000). Greengard (2000) described that organizations are required to develop and maintain such learning environment for the employees that expand the knowledge of organization and competitive ability. However, employee training programs derived through a high price, but have a positive impact on return-on-investment. Microsoft, and General Electric Company are entirely large effective organizations, and these organizations realize training opportunities as an investment (Kleiman 2000).

Wanger (2000) described in his study that American Society for Training and Development found an association between financing in employee development program and higher revenues from stock market. American Society for Training and Development moreover originate that companies who apply average of \$1,575 each employee on learning got 24 percent growth in gross profit and 218 percentage increase

in revenue each employee instead of those who spend fewer on employee training and development, investing in employee development is a condition that is suitable for individual and organizations (Rosenwald 2000). Furthermore, employee training and development programs not only increase the profit of organizations but also provide difference within their native market. Organizations can practice training and development opportunities to support them available to the current employees, perspective employees, plus clients of the company. GSD&M's Idea U, assists employees to recognize their characters and established that it has prepared people as superior contributors to business (Petrecca 2000).

Lastly, organizations can utilize employee training and development programs to improve their appearance as best employer in the job market. 3.4.2 Organizational Performance

Training has been defined as mainly contributing factor to the organizational effectiveness (Schuler and MacMillan 1984). Exploration on this topic recommends that investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness (Bartel, 2000). Furthermore, the earlier researches have mentioned causation between training and effectiveness of the organization (Blundell, Dearden, Meghir and Sianesi, 1999). Bartlett (2001) recommends that one of the glitches that is usually problematic to identify, is proposing an effective calculation of performance of the organization. Blundell et al. (1999) supported this by describing that lack of suitable data and methodological difficulties prevents the adequate assessment of impact of human capital appreciation and performance of organization. However, there is an increasing factor that Human resource management practices impacts on attitudes and work-related manners (Allen et

al., 2003). To evaluate the effectiveness of training and development program it has been advised that check directly the relationship of training and organizational commitment. Further it has been revealed as certainly correlated to the efficiency of the organization (Bartlett 2001).

The study proposes that constructive work-related performance and attitudes mainly depend on the perception of the employees as the employees think that their organizations are taking care of them (Allen et al., 2003). However, the same factor is reliable with the social exchange model; Blau (1964) suggested that the emotional agreement between employer and employee are the central element of organizational performance. Gould-Williams (2007) proposed that social exchange theory was originated by the organizations when they decided to care the interest of their employees. Employees respond with optimistic attitudinal and behavioral replies which are supportive to their organization (Settoon, Bennett and Liden 1996). However training can be used to provoke the preferred results that may contain with enhanced organizational commitment (Bartlett 2001). The current research proposed that the facility of training and development program is likely taken consent by employee that their organizations need to enter a social exchange with them. This social exchange agreement produces a durable psychological bond between employee and organization (Garrow 2004).

### 2.2.2 Employee Retention

The research described that employee retention is a challenging notion and there is no particular method to retain employees with the organization. Several organizations have revealed that one of the characteristic that help to retain employee is to offer them

opportunities for improving their learning (Logan 2000). Therefore, it has confirmed that there is strong relationship between employee training and development, and employee retention (Rosenwald 2000). Companies should realize that experienced employees are important assets and companies have to suffer the challenge for retaining them (Garger 1999). Therefore, companies which are providing training and development programs to their employees are getting success in retaining them. Sears has established that in localities where manager provide help to their employees to develop professionally, turnover is almost 40-50 percentage fewer than those stores where association with the managers does not available (Logan 2000). On other side, numerous employees participate in employee training programs are not assured of a conventional association between programs and employee retention (Rosenwald 2000); several managers found that positive learning atmosphere directed to higher retention rates (Dillich 2000).

Organizations that are offering employee development programs are getting success with retaining employees. An effective design of training program can also increase retention among employees. Employee retention is a volunteer move by organizations to create an environment which involves employees for long term (Chaminade 2007). For the description of more effective retention, researchers have recommended that organizations may contain with training and development program that classifies volunteer assignments, requirements, and expectations (Seigel and DeLizia 1994). “To retain employees, organizations need to think seriously about their investment in training and development” (Leonard, 1998). Fenn (1999) presented in his study that the normal monthly turnover at Unitel has

European Journal of Business and Management

decreased from 12 percent to 6 percent since they inaugurated Unitel University in 1998. Though numerous persons involved with employee training and development programs are not assured of a direct association between the programs and employee retention (Rosenwald 2000). However, specific numbers of managers discover that a constructive learning environment pointed to higher retention rates (Dillich 2000).

**Section-3**  
**METHODOLOGY**

- Study Area: Eye-Q Vision Pvt. Ltd (Surat & Lucknow)
- Study Design: Cross Sectional Descriptive Study
- Data: Primary and Secondary
- Population size: 10
- Tools: Semi-structured questionnaire
- Duration: 10<sup>th</sup> Feb, 2020
- 10<sup>th</sup> February, 2020- 23<sup>rd</sup> March, 2020

**Section-4**

**RESULTS**

4.1 The management training program 'UDAAN' has been run by Eye-Q for their management recruits from the past 6 years i.e. from 2016. Till date six batches have successfully completed their 3 months training program. Trainees are recruited through campus placements from post-graduation colleges offering Master's in Hospital Administration. Trainees after completing this training are posted as assistant managers in the department in which their performance was best at.

This program is a future leadership program that helps the trainees to learn how the hospital works, to improve their skills accordingly and to give them a idea about what is expected from them, it also helps the hospital to find out the potentials of the trainees and in which department they will best fit. In this 90-day program the trainees are sent to different centres of Eye-Q at different places on rotation basis so that they can understand how Eye-Q works at different levels and how to cater to the needs of the patients belonging to the different parts of the society.

This program is divided into various modules which gives the complete overview about the work and services provided at Eye-Q, which are:

#### 4.1.1 Patient Relationship executive:

PRE's are generally front desk executives and the people responsible for the smooth flow of patients from the moment they enter into the hospital till their exit and ensuring patient delight. The patient has to be greeted and has to be asked about his purpose of visit, after ascertaining it the patient is registered.

The PRE is responsible for the movement of files, patients, billing and solving queries if any arises. The registration, billing and scheduling appointments and all the related activities is done on the hospital management system Eye-Tech provided by the Tata Consultancy Services. They are also responsible for doing the attendant activity which is convincing the attendant of the patient to do an eye check-up at discounted rate and the referral activity which is the patient can refer up to 5 people know to him/her who can get their eye check-ups at discounted rates. The Doctor's appointment slot creation is done by the PRE's according to the availability of the doctor and patient calling and follow-up is also done by them.

#### 4.1.2 Optometry:

After the patient is registered he/she has to wait for their turn to be called in the Optom room, here the primary check-up and necessary examination of the eye is done by the optometrist before finally sending the patient to the Doctors chamber.

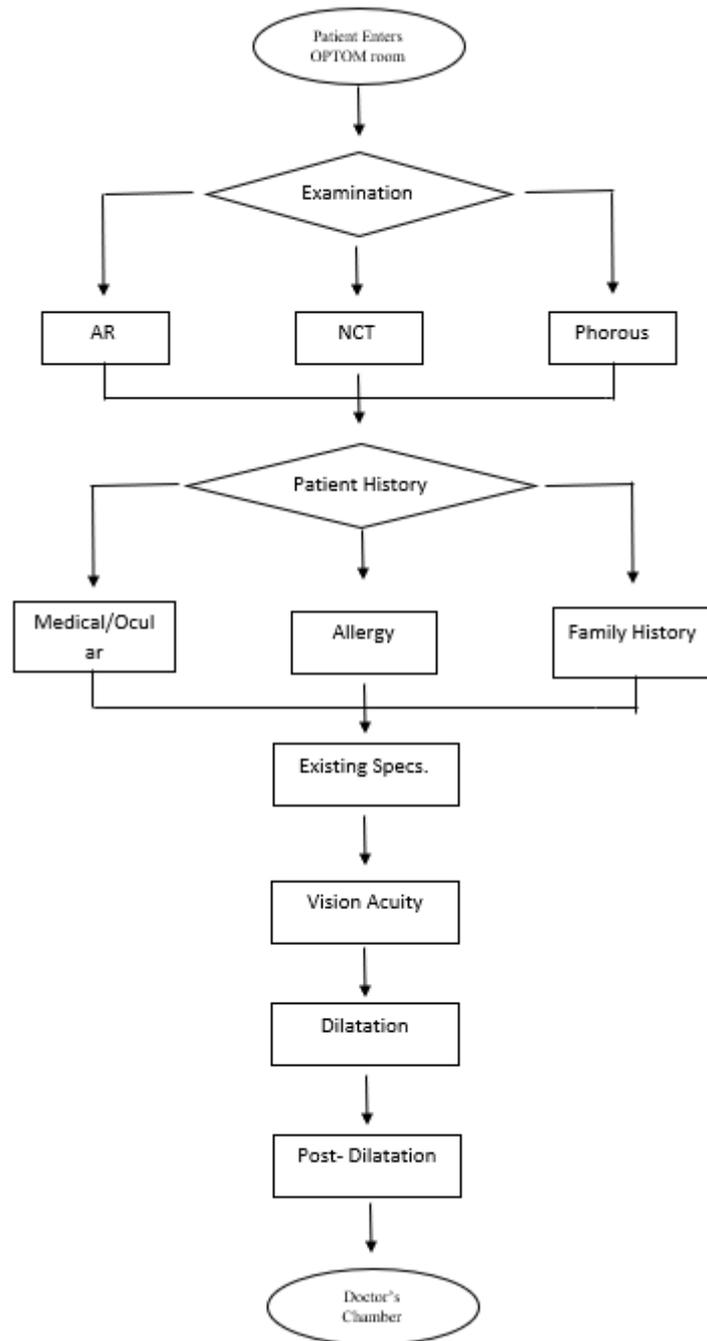


Figure 4.1

This process takes forty-five minutes to an hour. When the patient enters the optom room the basic examination is done, AR: to check the refractive error of eyes, NCT: to check the pressure of the eyes and Phorous: to check the retina. The optometrist takes

the history of the patient both ocular and medical, notes down the allergies (if any) and also checks the existing spectacles (if any). Patients vision acuity is checked with the help of vision drum and the spherical and cylindrical power is noted down. After the basic examination, the patient is dilated, in this, drop is put into the eye which makes the pupil dilated which gives the proper power of the eye. If the power is increased post dilatation the patient is called for post mydriatic test (PMT) after 3 days and if the power remains same the number is finalized and the patient is sent to the Doctor's chamber.

In this module the trainee is also taught about the machines used in optometry and the uses of them also. They are namely:

**Auto Refractometer:** It is used for checking the refractive error of eyes. It offers reasonable accuracy, speed and repeatability, which is why now-a-days it is used by a lot of eye hospitals.

**NCT- Non-Contact Tonometer** is used to check the pressure of the eyes. It uses a small puff and then records the time taken by the retina to regain its shape. It is also called a puff test.

**Visual Acuity:** Visual acuity (VA) checks the eye's ability to read and distinguish objects given at a certain distance.

**Trial Lens:** Trial lens set is an apparatus used in ophthalmology for calculation, used by the ophthalmology hospital and optical shops to examine people's dioptric situation:

Myopia, Hypermetropia, Astigmatism, Presbyopia or Color Blindness.

Slit Lamp: It is a microscope with usually a bright light which is used for the examination of eye.

OCT: Optical Coherence Tomography technique is noninvasive imaging technique that provides cross-sectional images of the retina and all its layers with high-resolution.

A-scan: It is a type of ultrasound, most commonly used to measure the axial length (AL), which is required to take measurement for the calculation of intraocular lens (IOL) prior to cataract surgery.

B-Scan: It is a two-dimensional, cross-sectional brightness scan used when a direct view is not possible and the ocular media has gone cloudy, it is used to evaluate the posterior segment and orbital pathology.

Fundus Fluorescein Angiography (FFA): In this test, dye is injected into the bloodstream and its motion is captured. It is done to check the retinal circulation.

Pachymetry: It is a painless method which is done to measure the thickness of the cornea.

Indirect Ophthalmoscope: This is an optical instrument which worn on the head of the examiner used to inspect back of the eye or the fundus. It produces an image with between 2x and 5x magnification.

Lensometer: It is used to check the power of the spectacles where the power is not known.

Retinoscopy: A patient's refractive is measured without asking the patient and it is an objective method.

Humphrey Field Analyser: It is used to measure the field of vision.

Applanation Tonometry: It is used to measure the pressure of the fluid present in the eye.

#### 4.1.3 Counselling:

If any abnormality is found in the eye then immediate treatment or surgery maybe required according to the condition, here is where the counsellor plays a role. The counsellor needs to understand the medical intervention need and the profile of the patient and then counsel him/her accordingly regarding the medical condition, packages and the need for the treatment or surgery. Patient could be suffering from any of the disease conditions like:

Cataract: Surgery is the only option available with the patient. In this surgery the opaque lens is removed and another lens is placed. A wide range of lenses are available with wide range of features and according to the need of the patient.

Retina: The problems in the retina include Retinal detachment, Diabetic retinopathy, Age related macular degeneration, Retinal vascular occlusion Macular hole. There are different injections and surgeries to treat each kind of problem.

Glaucoma: When the intra ocular pressure increases it may damage the optic nerve which may lead to decrease in the field of vision of the eye. It can be treated through medications in earlier stages if not laser or surgery has to be done.

Patient could have also come for the spectacles removal surgery which is called LASIK which is a procedure through which the spherical power of the eyes is removed. It is a cosmetic surgery and has various types.

The counsellor follows a certain process and converts the patient and conversion here means when a patient books an appointment for a procedure or surgery which is required.

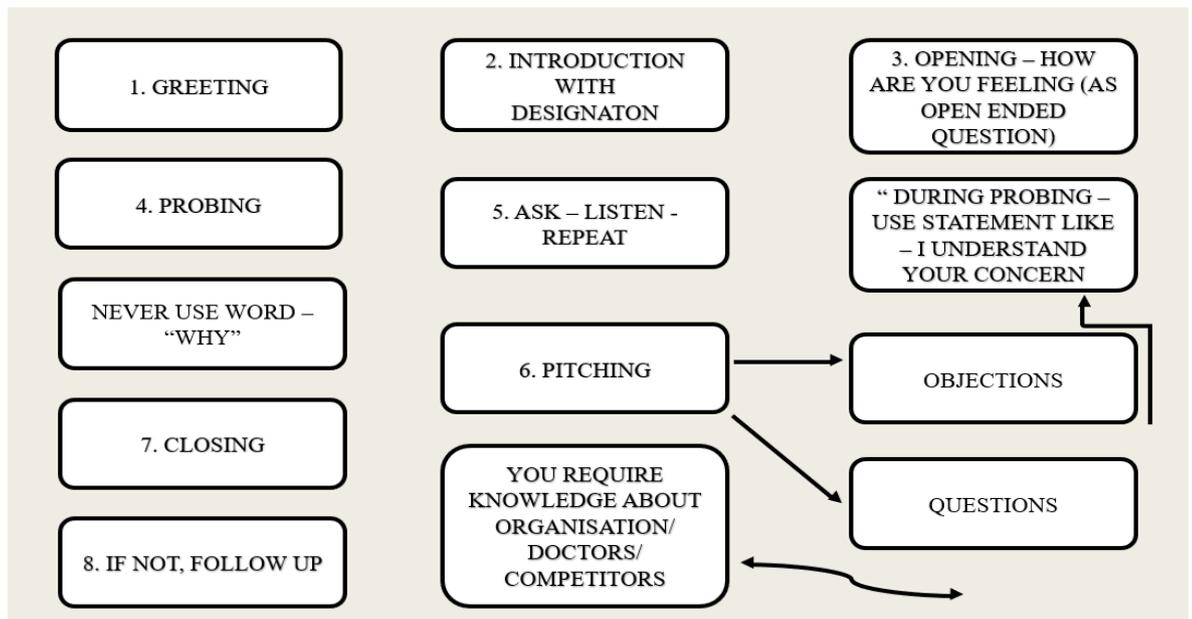


Figure 4.2

The counsellor is also responsible for booking of the surgery, its scheduling and all the document processing. These surgeries and treatment can also be covered under insurance, it is another role of the counsellor to make the patient aware of it and help them to use it optimally. All the documents required are collected by the hospital and the hospital connects with the third party for settlement. Eye-Q also provides EMI options to the patient who have budget constraints.

#### 4.1.4 Pharmacy:

In this module the trainee is expected to learn about the medications commonly used for the disease conditions of the eye. They are also expected to learn how to maintain inventory, make a purchase order, GRN, make bounce reports, check stock-in-hand and

expiry management. The pharmacy contains max – lubricants (44.07%), Antioxidants (12.17%) and Anti-inflammatory drugs (9.46%). The category of medicines available at Eye-Q are:

**Antacid:** Used to neutralize stomach acidity and relieve heartburn and indigestion.

**Anti-Inflammatory:** Nonsteroidal anti-inflammatory drugs (NSAIDs) help in reducing the inflammation and help in reduce pain.

**Antiallergic:** These are given for hayfever and allergy.

Antiallergic + Nsaid

**Antibiotic:** These help to stop the spreading of infections which are caused by bacteria.

Antibiotic+Nsaids

Antibiotic + Steroid

**Anticholinergic drugs:** These stop the movement of the involuntary muscles.

**Antifungal:** Used to treat fungal infections

**Antiglaucoma:** agents which are used to reduce the pressure inside the eye either by reducing the production of aqueous humor or by increasing the outflow of the fluid from the ocular compartments.

**Antihistamic:** Used for stopping the allergy symptoms

**Anti-infection:** Medicine the helps in preventing the spread of infection.

**Anti-Migraine:** Medicines to reduce the effects of migraine.

**Antioxidant:** These are used to completely prevent or at least slow down the damage caused by the unstable molecules, free radicals which are produced as an reaction to the environment and other substances.

Antiviral: given to treat viral infections .

Clopagic: these are used to paralyze the ciliary muscles so that true refractive error can be identified.

Electrolytes: *Electrolytes* are substances which contain essential minerals—like sodium, calcium, and potassium—that are vital to many key functions in the body.

Lubricants: these are used to relieve the sensation of burning, irritation, and discomfort which is caused by dry eyes.

Steroids: these are designed to act like hormones which helps to reduce inflammation.

#### 4.1.5 Optical:

The trainee is expected to learn the optical business, how to read a prescription, what are the different types of prescription, what are the kind of frames, what are the kind of lenses available, how to manage inventory, how to put a purchase order, billing, placing an order to the depo and the selling skills.

4.2 To ascertain the impact on the trainees from the questionnaire filled by them, responses were analysed and impact was judged under the heads skillsets acquired and difficulties faced. There were close ended and open-ended questions and for close-ended questions Likert scale was used for better analysing of the responses.

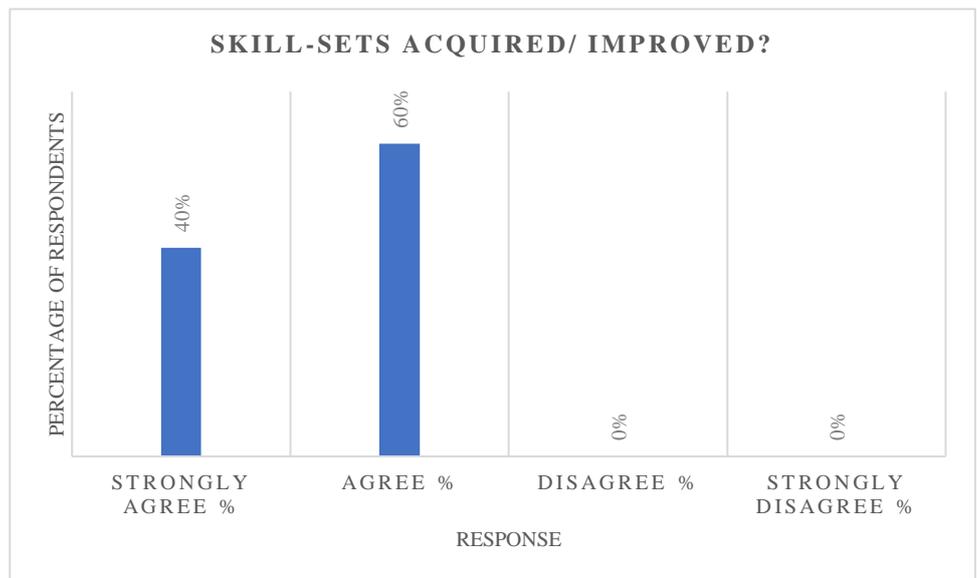


Figure 4.3

40% of the respondents strongly agree and 60% of the agree, though not strongly agree that they have acquired/ improved skills after the training program. None of the respondents disagreed to this. The skills which were acquired/improved were: product knowledge, communication, team management, communication, time management, Confidence, listening skills, patience, pressure handling, rapport building, adaptation, presentation skills, customer management and marketing skills.

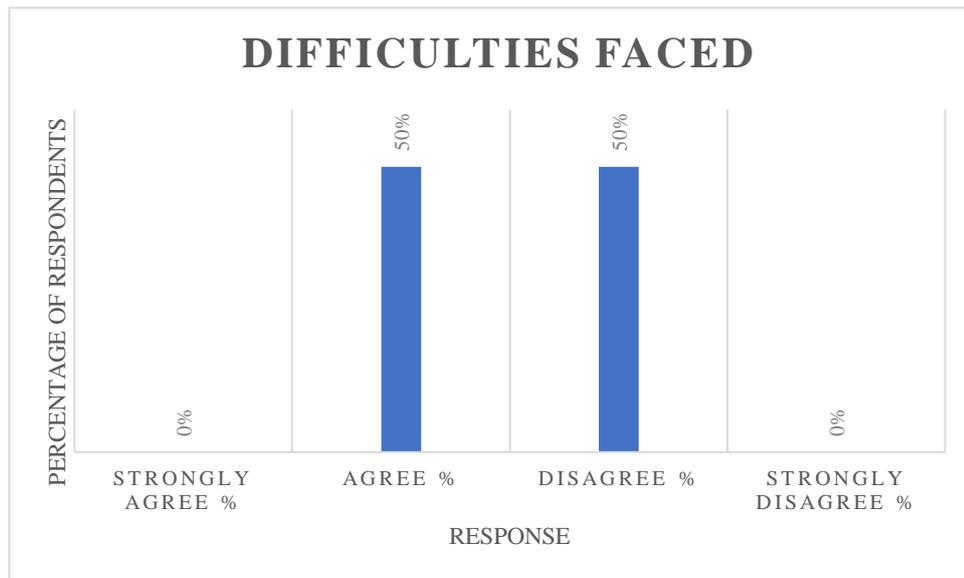


Figure 4.4

50% of the respondents disagree which implies they didn't face any difficulty in the training program whereas 50% of the respondents agreed that they faced problems in the training program. Though none of the respondents fully disagreed that they didn't face any difficulties. The respondents who faced problems, their problems were: frequent rotations to different centres for training, lack of co-ordination, lack of proper planning and arrangement and improper communication

4.3 To ascertain the feedback of the training program 'UDAAN' from the questionnaire filled by the trainees, responses were analysed and impact was judged under the heads overall quality and overall experience. There were close ended and open-ended questions and for close-ended questions Likert scale was used for better analysing of the responses.



Figure 4.5

20% of the respondents were highly satisfied with the quality of the training program and 80% of the respondents were satisfied with the training program, none of the respondents were dissatisfied from the program which implies the training program met their expectations.

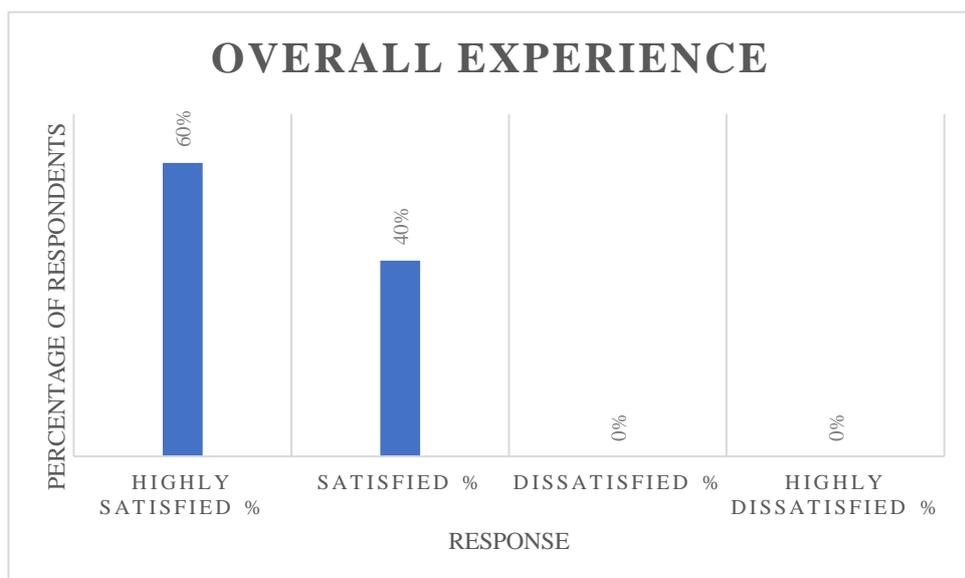


Figure 4.6

60% of the respondents had very highly satisfied experience and 40% of the respondents had satisfied experience. None of the respondents were dissatisfied with the training program. Suggestions/feedback for further improving the experience were: Proper planning and schedule, training should include soft skills, projects should be assigned, proper assessment to acknowledge the learning of trainees and the duration of the training allotted at each centre should be increased for gauging everything.

**Section 5**  
**Discussion**

1. In terms of methodology of the training, the following could be included in the management training program to increase the efficiency of the program

Case study	Provides the participants an opportunity to develop skills by presenting a problem, without a solution, for them to solve, or with a solution, as an exemplar of how to solve it.
Games-based training	Trainees compete in a series of decision-making tasks which allows them to explore a variety of strategic alternatives.
Role play	Requires trainees to assume a character and act out the role in a make-believe scenario or series of scenarios.
Team-training	Intended exclusively for groups of individuals that behave interactively.
Technology based training	Using of technology to teach various concepts.
Simulation:	Under this method an imaginary situation is created and trainees are asked to act on it.

2. Training material and training schedule should be given to the trainees prior to training.
3. Feedback should be taken from the trainees in the end of the training program as a scope of improvement.

**Section -6**

**Conclusion**

Findings of this study shows that the training program is comprehensive as it covers all the key modules which the trainee need to understand before joining the organization and follows a good methodology. Trainees acquired/developed new skill sets in this program. Overall, it can be said that this training program achieved their intended goals and trainees were satisfied with it even though some difficulties were faced.

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