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## A study on training and development of mid-level ophthalmic personnel (MLOP) in aravind eye hospitals (AEH)

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**Abstract:** Aravind Eye hospital (AEH) is one of the self-funding healthcare delivery models where it creates value for its entire customer base, but captures the value only from a part of it by offering free-of-cost or at cost, high-quality service. It serves nearly 6,000 outpatients in the hospital every day like registration, vision test, preliminary exam, refraction, final exam, counseling and recommendation for surgery with the assistance of MLOP's (Mid-level ophthalmic personnel) while contributing their services. The MLOP's are played as the backbone (60% of the workforce) for supporting the physicians when providing the treatment. This study focuses on how the training and development programs are handled for MLOPs in AEH by considering various factors like Induction training, Self- transformation, Career growth, personal development, and organizational strategy in their training programs and how it effectively creates a positive impact in their development within the organization.

**Keywords:** Self-funding, healthcare, Innovation, Training and development, cure blindness, MLOP workforce.

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### INTRODUCTION

India is home to one-third of the world's blind population with on the brink of 200 million Indians needing eye-care. In 80% of the cases, blindness is caused by factors that may be corrected. Dr. Govindappa Venkataswamy (founder of AEH) set out to address this problem of curable blindness and created an institution that performs 400,000 eye surgeries in a year. The model of Aravind Eye Care hospitals has been applauded for its effective model in patient care delivery. Today, the AEH is a network of hospitals, clinics, community outreach efforts, factories, and research and training institutes in the south that has treated about 32 million patients and has performed 4 million surgeries. To further reduce costs, Aravind recruits and trains women from local communities and certifies them as MLOP's (these women make up 60% of Aravind's workforce). The MLOP's are cross-trained so that they can perform multiple routine tasks. At the same time, they gain a lot of experience and confidence which makes them deliver the best performance and its results are appreciated by the patients for the quality treatment. But in order to achieve this kind of success, the individual has to be trained physically and emotionally fit. Emotional fitness is merely possible when enough time for self-reflection is provided by the hospital. Our research idea is based on the rich knowledge acquired by our peer teams across the university.(A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiq, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014). The primary objective of the study is to determine the effectiveness of the MLOP's training and their transformation in the workplace and how effectively they implemented through practices.

### REVIEW OF LITERATURE

(Lee and Hsin, 2004) have studied employee training and human capital. The aim of the study states that increase in unemployment, and accompanying instability in employment due to the prevailing competitive companies The results shows that improving the human resources development (HRD) process, and boosting up the employee training programs can provide a sustainable workforce and can reduce unemployment.

(Sari, 2009) has studied the human resource is the key factor of organizational success. The objective of the study is to determine the physical and psychological health of its employees, and their knowledge and skills, as well. The result shows that employee training has an awfully positive impact on occupational safety and health.

(Ozturan and Kutlu, 2010) have studied employee satisfaction with corporate e- training programs. For this purpose, Kirkpatrick's classic 4-level evaluation model is used. And the result shows that the employee satisfaction was improved from the company e-training programs.

(Sunardi et al., 2012) have studied the impact of the Sales Forces Training Program associated with the staff Behavior design. The study shows that training incorporates the permanent impact on employees' behavior ever-changing of the treatment group, while the control group shows no activity switch among the staff.

(Sharma et al., 2015) have studied regarding the teaching aids area units are the common practices in today's situation for training the employees. This paper examined varied ICT teaching aids and studies the impact of these teaching aids on its staff. The impact was analyzed by a pair of parameters: Individual Impact and Organizational Impact.

(Hanaysha, 2016) has studied the effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. This study analyzed the factors like employee empowerment, employee training towards organizational commitment, and employee teamwork. The findings area unit expected to supply useful suggestions for the management in the teaching sector to boost organizational commitment among their staff by specializing in employee empowerment, training, and teamwork.

(Chang and Busser, 2017) have studied the importance of mentoring in the human resources training program based on the Employee psychological contract theory. The results end in the mentor functions (i.e., career development and psychosocial support) were antecedents of employee promotional angle. Additionally, employee's psychological contract breach and employee's emotive organizational commitment were mediators between mentor functions and promotional angle, with an emotive organizational commitment showing a full mediation result.

(Jaworski et al., 2018) have studied the effects of training satisfaction, employee benefits, and incentives on part-time employees commitment. The study aims to determine the implementation of effective training techniques, particularly for part-time employees. The impact of benefits and incentives received, and training satisfaction on job commitment was positively related.

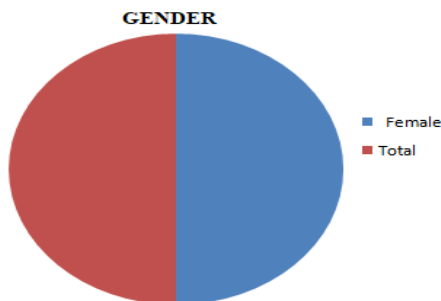
(Ozkeser, 2019) has researched the scientific approaches in human resources management (HRM) that can be taken into an account as one of the solutions for training activities and also adds value to the motivation of the team players. This reality helps the effectiveness of the company structure and conjointly aims to acknowledge the impact level of the training, reckoning on its relation with motivation.

(Bozionelos et al., 2020) have inspected about enhancing the sustainability of employees' careers through training. The study focuses on how employees' is the openness to experience and supervisor support for training and that really helps to increase employees' job performance and employability.

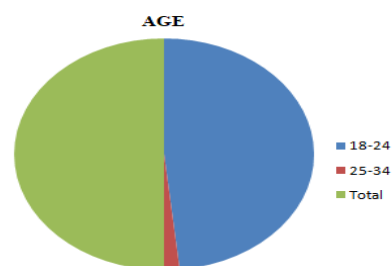
## RESEARCH METHODS

In this study, the primary data were collected through a self-structured questionnaire from 30 employees. This research has examined the influence of training and development on employee performance in the context of Aravind Eye Hospital (AEH), Chennai. Availability/ Convenience Sampling technique has been acquired for this research. The different specialization of AEH was identified keeping in mind the reach and availability. This technique was most useful as the workers and employees, especially the lower levels (MLOP) are most feasible for this analysis. The questionnaire is divided into various sections like demographic variables, and the factor related to the training and development of employees. The collected data were classified tabulated and analyzed with statistical tools like Frequency analysis and Mean analysis.

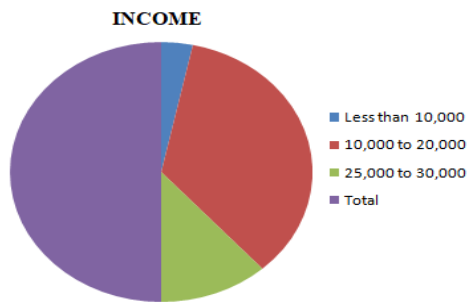
The sample profile of the study is represented through the following pie charts,



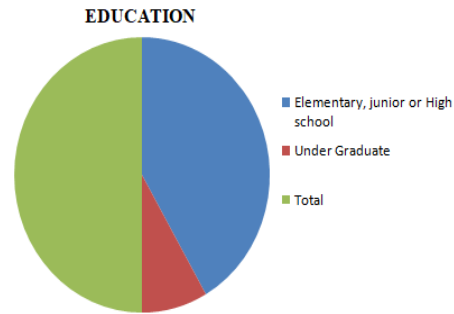
**Fig.1: The pie chart depicts the percentage of gender in the sample.100% of the sample were Female employees.**



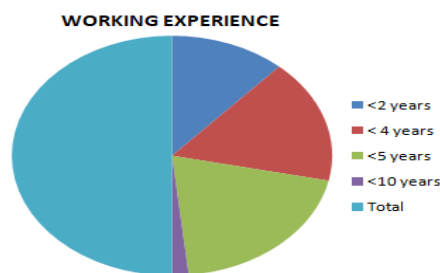
**Fig.2: The pie chart describes the age of the employees. And most of the respondents are those whose age is between 18 yrs – 25 years (96.7%) and only 3.3% of the respondents lie in the age group of 25-34 years.**



**Fig.3: The pie chart describes the annual income of the respondent. Most of the employees annual income lies in between Rs. 10,000 to 20,000 (70%) and only few employee income lies in the range of Rs.25,000 to 30,000 (23.3%).**



**Fig.4: The pie chart describes the educational qualification of the employees. Most of the employees completed their high school (83.3%) and some of them are Under graduate (16.7%).**



**Fig.5: The pie chart describes the working experience of the employees. Most of the employees having experience <5 years(40%) and some having <4 years(33.3%) and few respondents having <2 years (23.3%) and very few having <10 years.**

**Table 1: Mean Analysis**

S. No	Perception of training & development of employees	Mean	Rank
1	INDUCTION TRAINING	3.72	1
2	TRANSFORMATION	3.68	2
3	PERSONAL GROWTH	3.52	3
4	CAREER DEVELOPMENT	3.41	4
5	ORGANIZATIONAL STRATEGY	3.22	5

The mean score and rank are displayed in Table 1. It shows the variable includes Induction training highest mean score of (3.72) which means that the induction training program is a well planned exercise for the employees. And followed by transformation (3.68) getting the second score that reveals the organization helps to transform the individual and meet the expectations of the employees and followed by the personal growth (3.52) stated the satisfaction level of the personal growth of the employee are meet with respect to the organization and the career development (3.41) of the employee was improved from the training to the job and they executed their practices very well and followed by the organizational strategy (3.22) reveals that training is the part of the organization and it meets the demand of the employees training. All the mean scores lie between 3 to 4. It concludes that respondents are agreeing with all the factors like Induction training, Transformation, Personal Growth, Career Development, and Organizational Strategy among the sample groups.

## RESULTS AND DISCUSSIONS

Most of the respondents feel positively towards their training program and its outcomes. AEH satisfied its employees by providing a healthy employee-employer relationship and handling blended training programs that are absolutely related to employee's personal growth, career development, and transformation level enhancement. But on the part, only a few employees aren't satisfied with the organizational welfare activity because the provision of loans and other housing benefits are limited to the employees who are experiencing more than 10 years. Those employees who are having working experience below 10 years aren't allowed to utilize the organizational welfare benefits. And from the opinion of the MLOP's most of the employees are willing to do the UG program so they need funds from the organization for their moral support. The positive and negative aspects

of the employees in AEH are well researched and the problems are addressed in order to make this research an effective one.

## CONCLUSION

The training and development program for MLOP's employees adapted in Aravind Eye Hospital (AEH) mainly concentrated on areas like quality aspects in patients' treatment, job-oriented training, technical skills, and knowledge. Most of the respondents rated as good excellent towards the overall quality and effectiveness of the training and development programs and satisfied with the present training methods. The organization also has to concentrate the small percentage of respondents who are not satisfied with the training programs and whom it has not helped to overcome their shortcomings or work-related problems. Finally, the training and development programs provided to MLOP's by Aravind Eye Hospital (AEH) are found to be effective, credible, and commendable.

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