Measuring The Learning Effectiveness of Employees At Healthcare Organization

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Abstract- *In an era of rapid change, fostering a learning culture within organizations is crucial for sustained growth and adaptability. This study aims to explore the implementation and impact of an online learning program, "Thriversity," introduced by Harappa learning website and now acquired by Upgrad, in a leading healthcare organization lacking prior exposure to structured learning initiatives. The program offers courses focusing on behavioral, cognitive, and soft skills, tailored to address common competencies across the workforce. The study comprises two distinct cohorts: the* **Talent Pipeline Cohort***, targeting succession planning and competency assessment, and the* **Skill Development Cohort***, aimed at upskilling employees.*

The primary objective is to evaluate the perception and effectiveness of the learning program among employees. This evaluation will be conducted in multiple phases, starting with immediate reactions to the learning materials, followed by a recall study after 2-3 months to gauge retention and application of acquired knowledge. The study seeks to determine whether employees actively engage with the learning materials, integrate them into daily activities, and demonstrate improved skill levels over time.

By analyzing the response rates and accuracy of quiz answers, this study aims to provide insights into the extent of learning adoption and its impact on organizational performance. The findings will help in making informed decision regarding the extensionof the partnership with this learning service provider. Alternatively, this study will also help identify the new learning strategies to be introduced in this organization to establish a strong learning culture and make continuous learning a habit, for the employees.

I. INTRODUCTION

In today's dynamic business landscape, organizations are constantly challenged to adapt to evolving market trends, technological advancements, and changing consumer preferences. Amidst these challenges, cultivating a learning culture emerges as a fundamental imperative for organizational success. A learning culture fosters continuous improvement, innovation, and adaptability, empowering employees to acquire new skills and knowledge to thrive in a rapidly changing environment.

Recognizing the significance of a learning culture, a leading healthcare organization embarked on a transformative journey to introduce structured learning initiatives within its workforce. Central to this initiative was implementing an online learning platform designed to address the diverse learning needs of employees, the platform offers courses spanning behavioral, cognitive, and soft skills, tailored to enhance competencies essential for growth of organizations across different business sectors.

However, the introduction of the online learning platform represents a novel endeavor for an organization previously unexposed to formalized learning opportunities. To ensure the efficacy and impact of this initiative, it becomes imperative to evaluate its implementation and assess its influence on employee learning outcomes that contribute to organizational performance.

This research endeavors to explore the implementation and impact of the online learning platform within the organization. Through a comprehensive evaluation framework, encompassing immediate reactions, learning retention, and application of acquired knowledge, the study aims to provide empirical insights into the effectiveness of the program.

By examining the perceptions and behaviors of employees participating in the program, this research seeks to address critical questions concerning the adoption and integration of learned skills into daily activities. Furthermore, the study aims to ascertain the program's influence on organizational performance indicators, guiding strategic decision-making regarding its continuation.

Through this research endeavor, we aim to contribute to the growing body of knowledge surrounding online learning interventions and their role in fostering a dynamic learning culture within organizations. By providing empirical evidence and actionable insights, this study seeks to inform organizational leaders and practitioners on the optimal

strategies for leveraging online learning initiatives to drive individual and collective growth in today's competitive landscape.

Scope of the Study:

The study will focus on employees within a leading healthcare organization who participate in the Thriversity online learning program. Both cohorts, Talent Pipeline and Skill Development, will be included in the evaluation process. The research will assess the immediate reactions, learning retention, and application of acquired knowledge among participants. The study's scope encompasses the evaluation of the learning program's impact on skill building contributing to individuals' as well as organization's performance metrics.

Objectives:

1. Assess the immediate reactions of employees to the Thriversity online learning program.
2. Measure the retention and application of acquired knowledge through a recall study after a period of 2 months.
3. Evaluate the extent to which employees integrate learned skills into their daily activities.
4. Determine the impact of the learning program on organizational performance indicators.
5. Provide recommendations for decision-making regarding the continuation of the services with learning partnership based on empirical evidence.

II. REVIEW OF LITERATURE

1. Importance of Learning Effectiveness in Healthcare:
- **Jha et al. (2019)** emphasize the crucial role of effective employee learning programs in the healthcare industry. They highlight the need for upskilling and reskilling healthcare professionals to adapt to advancements in technology and ensure high-quality patient care.

2. Measuring Learning Effectiveness:
- **Kirkpatrick's (1994) Four-Level Model** provides a framework for evaluating learning effectiveness. It considers learner reaction, knowledge acquisition, and application of skills on the job (behavior), and the program's impact on organizational outcomes (results).

3. Challenges in Measuring Learning Effectiveness:
- **Bates (2016)** discusses challenges in selecting appropriate metrics for measuring learning effectiveness. Choosing the right metrics depends on the program's objectives and desired outcomes.

4. Online Learning Effectiveness:
- **Forset et al. (2016)** explore online learning effectiveness in healthcare. They emphasize the importance of going beyond knowledge acquisition and focusing on behavior change to ensure learned skills improve patient care.

5. Transfer of Learning:
- **Isik et al. (2018)** investigate the concept of transfer of learning in online training programs. They highlight the importance of creating opportunities for employees to practice newly acquired skills in realistic settings for successful implementation.

6. Personalization and Engagement:
- **Vermeulen&Nelissen (2018)** explore the value of tailoring online learning programs to address specific skill gaps and preferred learning styles. This personalization can enhance employee engagement and ultimately, learning effectiveness.

III. CONCEPTUAL FRAMEWORK

Learning and Development:

Learning and Development is the long-term process that is designed to keep each individuals performance and skill aligned with organizations goals and requirements. L&D is one of the main responsibility in the organization.

Importance of L&D:

- Improving employee's skills and knowledge
- Increases an individual's job performance.

Purpose of L&D:

- The motive of great Learning &Development is to deliver employee with the knowledge and skills they need to grow in their roles while helping growth of company and to achieve organization goals as well.
- L&D tends to focus on reskilling or upskilling employee so that can take on new position in the organization or better perform their duties. This helps organization acquire, maximize, nurture, and retain talent.
- It also boosts employee to enhance their employee experience, satisfaction and decreases turnover.

Benefits of L&D:

- Improved employee performance
- Talent retention and

- Attraction Higher employee engagement
➢ **Kirkpatrick Model**

A globally acknowledged technique for determining how effective training and learning programmes are is the Kirkpatrick Model. Kirkpatrick's method can be used to evaluate how well a learner has been trained and to identify methods for making upcoming training sessions more effective. There are four different levels, and the objective is to maximise leverage by utilising each one.

❖ **REACTION:**

The Employee's reaction and opinions on the training experience

❖ **LEARNING:**

- The Employee's subsequent learning and development in knowledge because of the training experience
- The learning can be measured in different ways, it depends on the objective but it's helpful to measure both before and after training
- In Level 2 the main objective is to measure what the trainees have and haven't learned
- Once the training completed, evaluate your trainees a second time to measure what they have learned and how they implemented, or measure their learning with verbal assessments and interviews

❖ **BEHAVIOR :**

The Employee's growth and cognitive transformation because of using the skills on the job.

❖ **RESULT***:*

To identify the training's quantifiable outcomes from the Employee's, such as cost savings, greater quality and efficiency, enhanced production, employee retention, revenue growth, and greater job satisfaction.

IV. RESEARCH METHODOLOGY

RESEARCH:

Research is the careful consideration of study regarding a particular concern or research problem using scientific methods. According to the American sociologist Earl Robert Babbie, "research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. It involves inductive and deductive methods."

RESEARCH METHODOLOGY:

Research methodology is defined as a systematic way to solve a research problem by collecting data using various techniques, providing an interpretation of the collected data, and drawing conclusions about the research data. A research method is fundamentally the blueprint of the research or study. According to Creswell (2014), research approaches comprise strategies and methods for research that extend the decisions from general assumptions to thorough methods of data gathering and reasoning. It comprises the joint of theoretical assumptions, strategies, and exactmethods.

RESEARCH DESIGN:

A detailed outline of how an investigation will take place. A research design will typically include how data is to be collected, what instruments will be employed, how the instruments will be used and the intended means for analyzing data collected. The researcher has used Descriptive Research Design as descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when and how.

SOURCES OF DATA:

Data was collected by distributing questionnaire to responders via a link that was sent directly to the staff. For the purpose of gathering data, the researcher used primary sources.

PRIMARY DATA

Primary data represents original research derived from first-hand investigation, while secondary data is readily available information obtained from external sources. Primary data encompasses data gathered through means such as

interviews, experiments, surveys, questionnaires, focus groups, and direct measurements. The researcher has collected primary data through survey method.

SECONDARY DATA

Secondary data is research data that has previously been gathered and can be accessed by researchers. Secondary data refers to data that was collected by someone other than the user. Common sources of secondary data for social sciences include censuses, information collected by government departments, organizational records, and data that was originally collected for other research purposes. The required data for this study was collected from pieces of literature, articles based on the research topic, journals, and web searches.

SAMPLING:

SAMPLING UNIT: The sampling unit of research is conducted across all the divisions of a healthcare company, Chennai.

**SAMPLE ELEMENT:**Employees of a Healthcare Limited Company, Chennai

SAMPLE SIZE: The sample size of this research is **124**.

SAMPLING METHOD: Sampling entails picking a portion of individuals from a statistical population to estimate the overall characteristics of that population. In this case, the researcher has opted for a convenience sampling approach. Convenience sampling is a form of non-probability sampling where the sample is drawn from a readily accessible segment of the population.

TOOLS USED FOR DATA COLLECTION: The tool used to collect data was a questionnaire. A questionnaire is a research instrument that consists of a set of questions for the purpose of gathering information from respondents through survey or statistical study. Questionnaires may be qualitative or quantitative and can be conducted online, by phone, on paper or face-to-face, and questions don't necessarily have to be administered with a researcher present.

V. DATA ANALYSIS AND INTERPRETATION

| PATHWAY 1 :FINDINGS(**Structuring Problems & Critical Thinking**)		
Category	Number	Percentage
Exceeding Expectation	9	20.45%
Met Expectation	6	13.64%
Below Expectation	29	65.91%
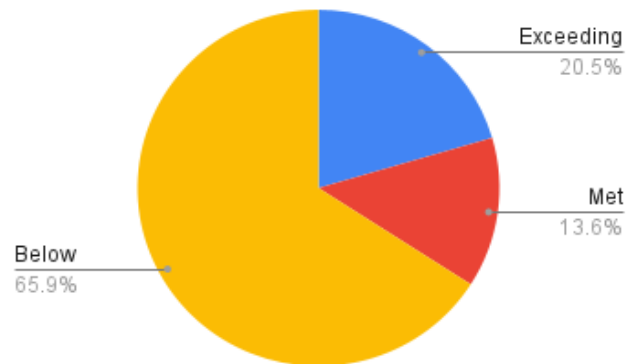
Inference: From the above table it can be inferred that 13.6% of the respondents have met the expectations, 20.5% of the respondents have exceeded the expectations and 65.9% of the respondents have not met the expectations.

| PATHWAY 2: FINDINGS(**Leading Self & Discovering Purpose**)		
Category	Number	Percentage
Exceeding Expectation	12	36.36%
Met Expectation	5	15.15%
Below Expectation	16	48.48%
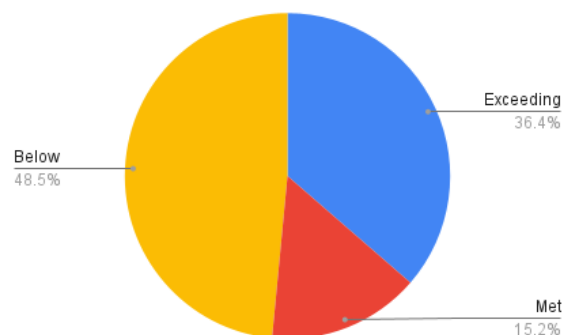
Inference: From the above table it can be inferred that 15.2% of the respondents have met the expectations, 36.4 % of the respondents have exceeded the expectations and 48.5% of the respondents have not met the expectations.

| PATHWAY 3: FINDINGS(**Embracing Change**)		
Category	Number	Percentage
Exceeding Expectation	12	44.44%
Met Expectation	0	0.00%
Below Expectation	15	55.56%
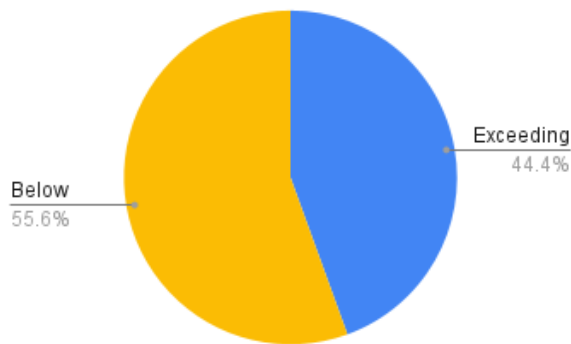
Inference: From the above table it can be inferred that 44.4% of the respondents have exceeded the expectations and 55.6% of the respondents have not met the expectations.

PATHWAY 4: FINDINGS(**Learning Expertly & Listening Actively**)		
Category	Number	Percentage
Exceeding Expectation	8	40.00%
Met Expectation	6	30.00%
Below Expectation	6	30.00%
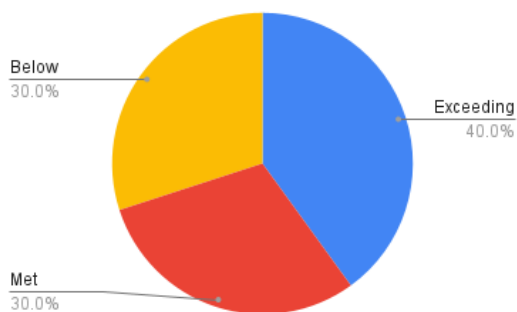
Inference: From the above table it can be inferred that 30.0 % of the respondents have met the expectations, 40.0% of the respondents have exceeded the expectations and 30.0% of the respondents have not met the expectations.

OVERALL RESULTS		
Category	Number	Percentage
Exceeding Expectation	41	33.06%
Met Expectation	17	13.71%
Below Expectation	66	53.23%
TOTAL RESPONSES	124	
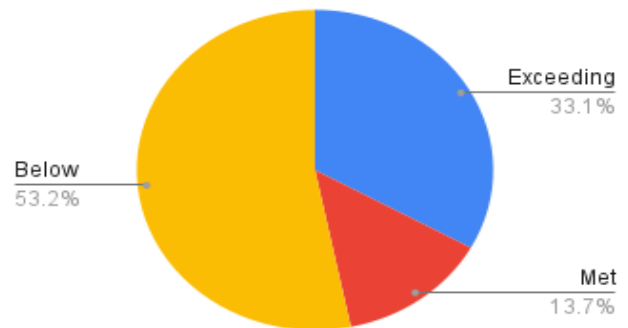
Inference: Overall, out of 124 respondents, 13.71% have met the expectations, 33.06% have exceeded the expectations and 53.23% have not met the expectations.

VI. FINDINGS

The study investigated the effectiveness of an online learning platform (Thriversity) in improving employee competencies within a leading healthcare organization. The analysis of data across various learning pathways revealed the following key findings:

- **Pathway 1(Structuring Problems & Critical Thinking**): A significant portion (65.91%) of respondents in this pathway did not meet expectations. This suggests the retention factor for this particular pathway is low. There might be a need for revisiting the content delivery methods to enhance knowledge absorption.
- **Pathway 2(Leading Self & Discovering Purpose):**This pathway showed a more promising outcome, with 36.36% exceeding expectations and 48.48% meeting expectations. This indicates the

program has been readily accepted and imbibed by the set of learners.

- **Pathway 3(Embracing Change):** An encouraging result emerged, with 44.44% of respondents exceeding expectations. This suggests the program might be particularly effective in fostering a culture of change acceptance within the organization.
- **Pathway 4(Learning Expertly & Listening Actively):** This pathway exhibited balanced results, with 30% meeting expectations, 40% exceeding expectations, and 30% falling short. Further investigation might be needed to understand the specific strengths and weaknesses of the program in these areas.
- **Overall:** Looking at the combined data, 53.23% of respondents did not meet expectations, highlighting a potential need for program adjustments or additional learning support. However, a promising 33.06% exceeded expectations, demonstrating the program's effectiveness for some employees.
- **Suggestions**: Based on the findings, here are some suggestions for improving the effectiveness of the online learning platform:
- **Pathway 1:** Providing refresher or relearning opportunities on the same pathway, potentially with spaced repetition techniques, will likely improve knowledge retention and lead to better results.
- **Pathway 2:** Leverage the success of Pathway 2 by potentially expanding similar content or approaches to other leadership and personal development programs.
- **Pathway 3:** E-learning training combined with another mode of training delivery, such as instructor-led sessions or group discussions, could help learners retain information more effectively.
- **Pathway 4:** Conduct a deeper analysis of Pathway 4 data to identify areas where the program excels and where it falls short. This can help tailor the content and delivery to better address learning needs related to effective learning and active listening.
- **Overall**: Investigate the reasons behind why some employees did not meet expectations. This could involve conducting focus groups or interviews to understand their learning experience and identify potential obstacles, such as difficulty with the online platform or a lack of English language proficiency.

VII. CONCLUSION

The study examined the effectiveness of a newly implemented online learning platform within a leading healthcare organization. The analysis of data from various learning pathways revealed mixed results. While some pathways showed promise in fostering specific skills, others require further refinement. This highlights the importance of tailoring online learning content and delivery methods to the specific needs and competencies targeted by each pathway.

The success of "Embracing Change" suggests the platform can be effective in promoting a culture of change acceptance within the organization. Further exploration through focus groups or interviews could delve deeper into the reasons for varying outcomes across different pathways.

Overall, the findings indicate a need for continuous improvement of the online learning platform. Implementing the suggested recommendations, such as revising content delivery methods, incorporating refresher opportunities, and exploring blended learning approaches, can enhance the platform's effectiveness. Here are some additional recommendations to consider:

1. **Different mode of Training Intervention**: Explore incorporating supplementary learning resources or micro learning modules to cater to different learning styles and preferences.
2. **Practical Application**: Encourage employees to actively apply the learned skills in their daily work to solidify knowledge and turn learning into habits.
3. **Division-Specific Training**: Develop targeted content aligned with the specific needs and roles within each department to ensure greater relevance and value for employees.
4. **Regional Language Content**: Considering the organization's legacy workforce and varying English language proficiency levels, providing learning content in regional languages can significantly improve absorption rates and inclusivity.

By addressing these factors, the organization can create a more comprehensive and engaging learning environment, fostering a culture of continuous learning and empowering employees to adapt to evolving industry demands.

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