

DEVELOPMENT OF HUMAN RESOURCE IN HEALTH CARE SECTOR ACROSS INDIA

Dr. Qurrat A Hamdani
University of Kashmir
Srinagar, Kashmir, India

Abstract

Humans are considered as the most important asset of any organization and this asset is difficult to handle because of the emotions associated with it. This asset needs training on both soft and hard skills, which is the need of the hour. With the changing and updating technology, the human asset needs to be groomed in the demanding area. Development may require training the man force about handling machinery or it could be soft skills training to deal with the consumers. The paper is an attempt to have an insight into the performance appraisal system (PAS) and training and development (T&D) in the health care sector. Four hospitals have been covered in this study to study the existing HRD mechanisms and the perception of male and female staff towards these mechanisms. The study reveals that there is an above satisfactory level of HRD mechanisms in the four hospitals and the perception of both the genders lies above satisfactory level.

Keywords: HRD Climate, Performance appraisal system (PAS), Training and Development (T&D)

INTRODUCTION

Human Resource Department is having an increasing importance day by day. Appointing man force with appropriate skills for key positions accelerates the growth hence saving them monetarily. With the changing technology and demand of the customers, development is seen as the key to success. Human resource department organizes such kinds of developmental programs to enhance the skills. Thus, human resource development department has to play crucial role in today's organizations. The human resource department provides appropriate personnel. The need of the time is to provide resource who understands new technology. Technology is changing very fast. Today importance of various training and development activities is increasing. After globalization, organizations have focused their attention to human resources. To survive in the market organizations need to adopt new technology. For not only technology but also the service sector needs to recognize various aspects of dealing with the customers. This all requires development of the available human resources. Development may require training the man force about handling machinery or it could be soft skills training to deal with the consumers. The study of human resources is very complex due to variations in the nature of individuals. The service sector undergoes continuous training of soft skills and technical training.

HRD mechanisms can be subdivided into various categories of which two mechanisms i.e. performance appraisal system (PAS) and training and development (T&D) will be studied in this paper.

Performance appraisal is a way for employees to identify with their organization. Hence the debate which argues performance appraisal is a means to involve individuals in their own subordinates. As performance appraisal is a form of knowledge over individuals through appraisal files, it is also power over them. For managers it is seen to provide the information to direct and control employees in white-collar work where there are fewer physical performance outcomes. Moreover, over thirty years ago McGregor argued that: appraisal programs were designed to provide more systematic control of the behaviour of subordinates. The objectives of performance management which are at the heart of the government reform agenda are: rationalization in terms of size, cost and functions; the introduction of more effective systems of financial accountability; greater transparency in the operation of these public institutions; the upgrading of the skills base of the sector and the modernization of its functional principles, procedures and systems; and the development of a realistic remuneration policy based on performance. It is integrated in two senses first, verbal integration in terms of the alignment of business, team and individual objectives and second, horizontal integration, linking different aspects of cross cutting activities to achieve a coherent approach to the management and development of people. Performance appraisal is also known as performance review which is the process of actually reviewing the performance of employees. It is considered as one several key elements of performance management, the others being the communication of company strategy through individual objective setting, development and compensation.

Performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives (Manasa & Reddy, 2009). The Performance Management Systems are widely recognized as a key business strategy for creating performance-driven culture in the Organization and in turn, for driving strong business result. Process in evaluating the performance of employees is one of the most important determinants of organizational justice. Studies indicate that fair practices in human resource management, particularly in terms of performance appraisal has a predictive role in the employees' attitude such as the organization's commitment. (Jehad & Farzana, 2011). The relationship between organizational justice and organizational commitment has been widely researched. Several studies support the notion that fairness of performance appraisal is related to employees' commitment,

satisfaction and motivation to their organization (Morrow, 2011; Abdul Shukor et.al, 2008 and Colquitt et al., 2001). Performance appraisal is viewed as an important mechanism for changing employees' attitude and behaviors such as affective commitment (Morrow, 2011).

Training and development updates the knowledge and skills of the employees thus increasing the morale and confidence of trainees. It is a conscious effort to impart, improve or increase knowledge and skills and to develop attitude and values of an individual in a desired direction (S.A Mufeed, 2007). Training is likely to increase the levels of confidence among the employees and various job functions and would possibly increase the productivity and profitability of the individuals and the organization as a whole. More often research has proved that technical training by itself will create all round competence amongst workers but that would be taking a narrow view. There is an urgent need to focus on behavioural training which is equally important to develop inter personal skills and also skills to help them in improving quality of their life in general (S.A Mufeed, 2007).

REVIEW OF LITERATURE

John, Stephen, Cherrie (2002), focused on a study to empirically examine the current purpose of performance appraisal in ten different countries and regions in Asia, North America and Latin America. The paper also examined how the respondents believed the purposes of appraisals should ideally be practiced. Research by *Debasish & Amir (2008)* evaluated the position and performance of Human Resources of National Thermal Power Corporation (NTPC) Limited with the help of its human resource accounting information both during the pre and post liberalization periods and made a comparison between them. The study revealed that the company achieved a very high profile in the performance of its human organization in the post liberalization period, combating efficiently in the process all the obstacles that emanate as a result of liberalization, globalization and competitiveness. Although there was a declining trend in the relative importance of non executives in the company, an overall increasing trend in the ratio of HR to TR indicating the growth importance of HR on the part of the company was noticed in the post liberalization period under study. The overall performance of HR of NTOC Ltd. improved notably in the post liberalization period. A better consistency in the performance of HR of the company during the post liberalization period was also revealed in the study. The company was able to make its human organization stronger with full of skilled personal having higher productivity in the post liberalization period. The net outcome of all the performance measures used in this study confirmed a remarkable improvement in the performance of HR during the post liberalization period. The operating performance of the company was positively as well as significantly associated with the performances of its executives and non executives only in the post liberalization period. Another notable outcome of the study was that the joint influence of the performances of executives and non executives of the company on its operating performance was also very significant during the post liberalization period. In fact the company was able to achieve a very high profile regarding the performance of its human organization in the post liberalization era by combating quite efficiently all the obstacles emanating from liberalization, globalization and competitiveness.

Assessment of management training needs of agricultural research managers by *Manikandan & Anwer (2008)*, revealed that an analysis of the major requirements for training managers and administrators in agriculture suggested that a training program should aim at enhancing their capability to understand specific situations, to orient action, and to use effectively a problem solving approach. A research on training needs of extension specialists, concluded that the training needs of the ESs pertaining to all major areas showed be fulfilled by imparting in-service/refresher training, after every two years, particularly in the deficient items. A research carried out on training program for self employment-trainee perception on its impact concluded that it could serve as a stepping stone for her to start a small scale business. The training also gave them a feeling of self esteem and confidence in their innate abilities. A study on Executives Training Philosophies, concluded that "Pursuit of Learning": this particular philosophy reflected the attitude that training could improve an organization by showing people how to pull together. The second philosophy was "justification" and the underlying attitude with this philosophy was that people would eventually recognize the contributions of training; they considered that trainer was like a teacher who battles against ignorance. The third dominant philosophy was "achievements integration" which reflected the attitude that organizations were changing and training teaches people how to cope with change. The least preferred training philosophy was "escapism" which reflected the underlying attitude that there was no real future for trainers. The present study revealed that the executives strongly believed that continuous learning is vital and would help in improving their performance in organizations.

SAMPLE STUDY ORGANIZATONS.

The sample organizations include; 1) SKIMS Srinagar, 2) SMHS Hospital Srinagar, 3) GMC Jammu & 4) Fortis Chandigarh.

Sher-i-Kashmir Institute of Medical Sciences (SKIMS), Srinagar. Sher-i-Kashmir Institute of Medical Sciences is a post graduate Institute for training, research and patient care. By an act of legislature, Institute of Medical Sciences was granted a deemed university status. SKIMS was conceived with the objectives to provide facilities of specialized medical care.

Shri Maharaja Hari Singh (S.M.H.S) Hospital, Srinagar. The S.M.H.S Hospital was established in 1948 in the heart of Srinagar city as a Government-owned General Hospital to provide patient care to needy patients. In 1959, S.M.H.S hospital became a major teaching institution imparting undergraduate and postgraduate medical training in all allied specialties of Medicine, Surgery and Gynaecology.

Government Medical College Jammu. The Govt. Medical College, Jammu, the premier institution for delivery of health care in this region was started in May, 1973. At present, govt. medical college, Jammu is catering to the patients from whole of Jammu region, parts of Kashmir valley and adjoining areas of neighbouring states of Punjab and Himachal Pradesh.

Fortis Health Care. The Fortis Hospital at Mohali in Punjab with a 209 - bed capacity was the first facility of its kind in the region. Amongst other specialties, it runs the largest cardiac program in North-West India. The hospital is a super specialty cardiac hospital. It is the largest cardiac care hospital in the region.

OBJECTIVES OF THE PRESENT STUDY

- 1) To examine the prevailing HRD Mechanisms in the sample study organizations.
- 2) To examine the perception of male and female staff towards PAS and T&D.
- 3) To draw conclusion and provide result based suggestions.

Hypothesis In consonance to the above objectives, the hypotheses formulated for the present research are as under:

- a) HRD Mechanisms in the sample study organizations is satisfactory.
- b) There lies no difference in the perception of male and female staff towards HRD Mechanisms.

RESEARCH APPROACH AND DESIGN

The tool used for collecting the information was a „Structured Non Disguised Questionnaire“, a questionnaire was framed keeping in view the objectives of study. Closed format questionnaire was used to measure the organizational ethos. This questionnaire is proposed by Dr. Udai Pareek. It consisted of two Sections and 39 statements. Sec “A” consisted of 38 statements, the rating for each to be done on a scale from 5 to 1,(5)=Almost always true,(4)=Mostly true,(3)=Sometimes true,(2)=Rarely true,(1)=Not at all true. Sec “B” sought for suggestions and name, gender, age, pay scale, designation of the respondent. Simple Random Sampling Method (SRSM) was used to cover respondents. A sample of 100-125 was targeted from each organization covering doctors, engineers, administrator, nurses and other supportive staff making a total sample of 400-500.

DATA ANALYSIS AND INTERPRETATION

Existing status of HRD Mechanisms in the sample study organizations.

Table 1 reveals that HRD mechanisms have a total mean for the four organizations as (M.S=3.28, 57.18%), revealing that the health sector shows the presence of HRD Mechanisms at above average level. SKIMS scores a total mean score of (M.S=3.18, 54.5%) which falls above average. SMHS in comparison to SKIMS scores a higher total mean of (M.S=3.24, 56.03%) showing an above average HRD mechanisms being followed. Total mean of (M.S=3.23, 55.75%) is scored by GMC Jammu which for the first time falls below the total mean score of SMHS and a total score of (M.S=3.50, 62.53%) is scored by Fortis Chandigarh depicting a satisfactory environment for HRD Mechanisms in the hospital. The analysis shows that among the sample study organizations SKIMS again shows the least satisfactory environment for HRD mechanisms, followed by GMC Jammu. Fortis in comparison to the other three organizations has highest values for HRD Mechanisms.

It came into focus that Statement 8 “*Employees are sponsored for training programs on the basis of genuine training needs in health care sector*”, scores the highest mean score for SKIMS (M.S=3.66, S.D=1.01, 66.5%). This shows that the organization conducts training after conducting the need analysis, thus avoiding any waste of money, time and energy. Statement 6 “*When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend*” scores the highest mean for the rest of the three organizations at (M.S=3.79, S.D=1.15, 69.7%) for SMHS, falling again greater than GMC Jammu which scored the mean of (M.S=3.50, SD=1.20, 62.5%) and (M.S=3.86, SD=1.12, 71.5%) for Fortis which is the highest of all the three organizations.

Some statements score the least score in the sample study organizations depicting poor environment for HRD Mechanisms. SKIMS and GMC score the least mean of (M.S=2.76, SD=1.31, 44%) and (M.S=3.09, SD=1.23, 52.25%) for statement 1, “*When an employee in the health care sector does good work, his supervising officers take good care to appreciate it*”. Statement 3, “*Weaknesses of employees in this organization are communicated to them in a non threatening way*”, scores the least score of (M.S=2.90, SD=1.26, 47.5%) and (M.S=3.09, SD=1.16, 52.25% for SMHS and GMC Jammu respectively. A least score of (M.S=3.20, SD=1.18, 55%) is scored by Fortis for statement 2, “*Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favouritism*”.

It is observed that maximum number of statements in SKIMS score a mean value >50, for HRD Mechanisms only statement (1, 3 & 5) score a mean percentage value <50, depicting above average environment for HRD Mechanisms in SKIMS. Again statement (1, 3 & 5) in SMHS score a percentage value of <50, depicting an above average environment for HRD mechanisms. In comparison to SKIMS and SMHS, GMC Jammu and Fortis have a better environment of HRD mechanisms. It is clear from table 1 that none of the statement scores a value of <50 for GMC Jammu and Fortis. This result depicts that Fortis and GMC Jammu focus more on HRD Mechanisms.

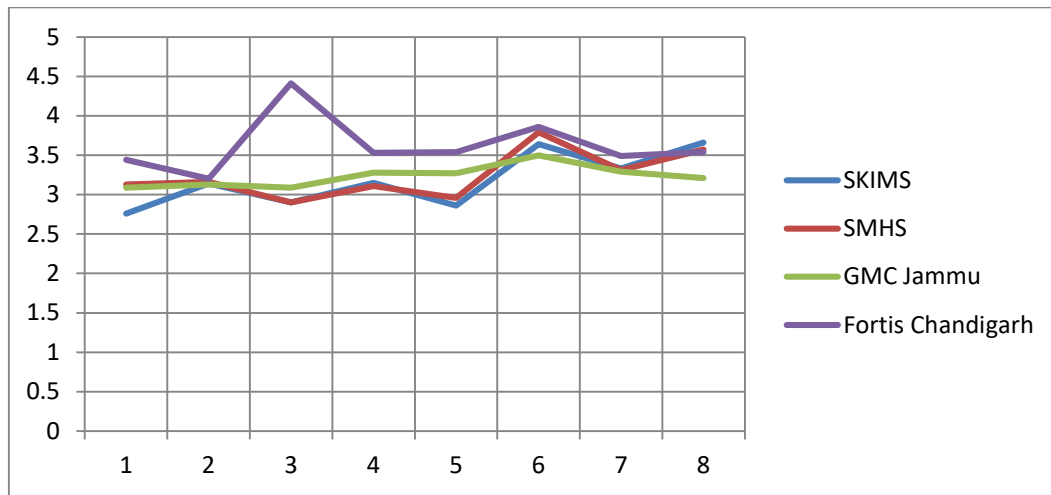
Table 1:- Existing status of HRD Mechanisms in the sample study organizations.

St. No	Statements	SKIMS N=106	SMHS N=121	GMC Jammu N.=100	Fortis N=70
		MS, (SD)& %age*	MS, (SD) & %age*	MS, (SD) & %age*	MS, (SD) & %age*
1	When an employee in the health care sector does good work his supervising officers take special care to appreciate it.	2.76 (1.3) 44*	3.13 (1.2) 53.2*	3.09 (1.2) 52.2*	3.44 (1.1) 61*
2	Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism.	3.14 (1.2) 53.5*	3.16 (1.1) 54*	3.13 (1.0) 53.2*	3.20 (1.1) 55*
3	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.90 (1.0) 47.5*	2.90 (1.2) 47.5*	3.09 (1.1) 52.2*	3.41 (0.8) 60.2*
4	When behaviour feedback is given to employees in health care sector, they take it seriously and use it for development	3.15 (1.1) 53.7*	3.11 (1.1) 52.7*	3.28 (1.0) 57*	3.53 (1.0) 63.2*
5	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	2.86 (1.2) 46.5*	2.96 (1.1) 49*	3.27 (1.0) 56.7*	3.54 (1.0) 63.5*
6	When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.	3.64 (1.1) 66*	3.79 (1.1) 69.7*	3.50 (1.2) 62.5*	3.86 (1.1) 71.5*
7	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.33 (.0) 58.2*	3.31 (1.1) 57.7*	3.29 (1.1) 57.2*	3.49 (1.2) 62.2*
8	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.66 (1.0) 66.5*	3.57 (1.1) 64.25*	3.21 (1.0) 55.2*	3.54 (1.2) 63.5*
TOTAL		3.18 54.5*	3.24 56.0*	3.23 55.7*	3.50 62.5*
		3.28 57.18*			

Notes

M.S= mean score, S.D= standard deviation

Figure 1:- Existing HRD Mechanisms in the sample study organizations



Existing status of HRD Mechanisms in the sample study organizations with F Value

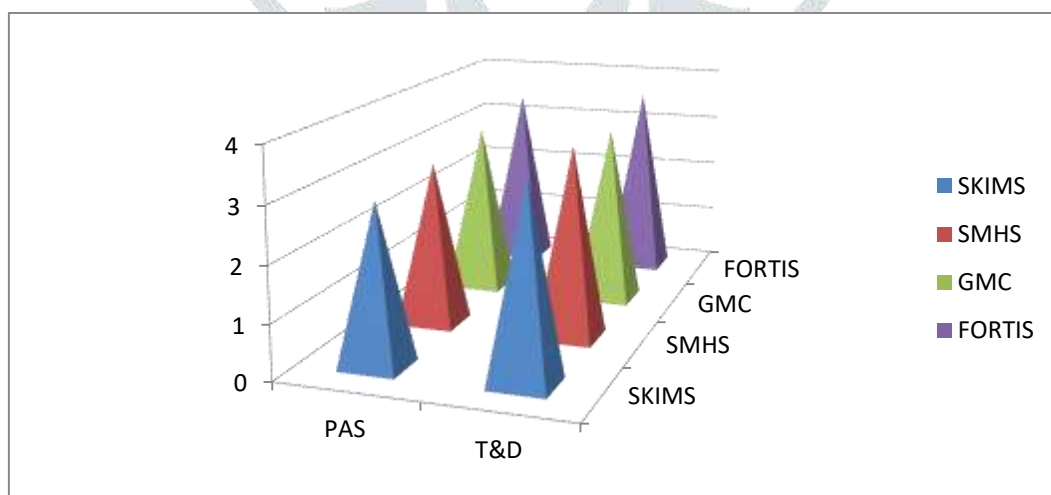
ANOVA test shows that the result for PAS is not significant at 0.05 level of significance but is significant for T&D at 0.05 levels. It can be concluded that Ho, i.e. “HRD mechanisms in the sample study organizations is satisfactory” is accepted for the dimension of T&D and Ha “HRD mechanisms in the sample study organizations is not satisfactory” is accepted for PAS.

Table 2:- Existing status of HRD Mechanisms in the sample study organizations with F Value.

Dimension	SKIMS (No. 106)		SMHS (No. 121)		GMC Jammu (100)		Fortis (70)		F value	P Value
	M.S	S.D	M.S	S.D	M.S	S.D	M.S	S.D		
PAS	2.9	0.8	3.0	0.7	3.17	0.87	3.4	0.8	4.6	0.00*
T&D	3.5	0.8	3.5	0.9	3.3	0.9	3.6	1.0	1.7	0.16**

Notes: - ** Value > 0.05, Ho is accepted at 5% level of significance. *Value < 0.05- Ha is accepted.

Figure 2:- Existing HRD Mechanisms in the sample study organizations with F Value



Perception of male and female staff towards PAS & T&D

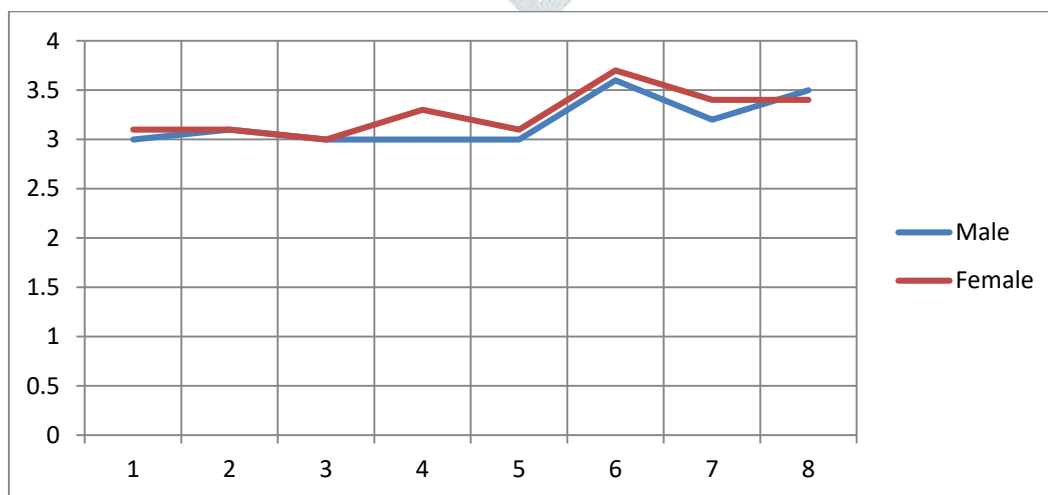
Table 3 reveals that the total mean for the perception of male staff towards HRD mechanisms is (M.S=3.01, 52.5%), and the total mean for the perception of female staff is (M.S=3.2, 56.5%) revealing an above satisfactory perception of both genders. It came into focus that Statement 6 “When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend” scores the highest mean (M.S=3.6, 65%) for both male and female staff.

Statement 3, “Weaknesses of employees in this organization are communicated to them in a non threatening way”, statement 4, “When behaviour feedback is given to employees in health care sector, they take it seriously and use it for development” and statement 5, “Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues”, score a common least score of (M.S=3, 50%) for both the genders. It is observed that all the statements score a mean value >50, depicting a perception of above average environment of HRD Mechanisms for both the genders.

Table 3:- Perception of male and female staff towards PAS &T&D

St. No	Statements	Male Staff (No. 170)			Female Staff (No.226)		
		MS	SD	%age	MS	SD	%age
1	When an employee in the health care sector does good work his supervising officers take special care to appreciate it.	3.0	1.2	50	3.1	1.2	52.5
2	Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism.	3.1	1.1	52.5	3.1	1.1	52.5
3	Weaknesses of employees in this organization are communicated to them in a non threatening way.	3.0	1.1	50	3.0	1.0	50
4	When behaviour feedback is given to employees in health care sector, they take it seriously and use it for development	3.0	1.1	50	3.3	1.0	57.5
5	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	3.0	1.1	50	3.1	1.1	52.5
6	When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.	3.6	1.2	65	3.7	1.0	67.5
7	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.2	1.2	55	3.4	1.1	60
8	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.5	1.1	62.5	3.4	1.0	60
TOTAL		3.1 52.5			3.2 56.5		

Figure 3:- Perception of male and female staff towards PAS &T&D



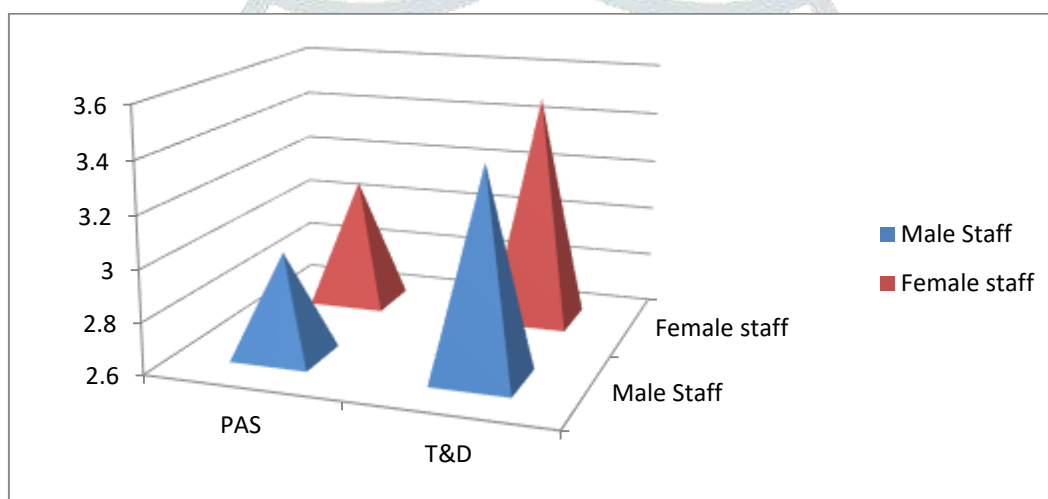
Perception of male and female staff towards HRD mechanisms with T Value

T test shows that a mean of (M.S=3 and 3.1) is scored by male and female staff respectively for the dimension of PAS. A higher mean (M.S= 3.4 and 3.5) is scored by male and female for the dimension of T&D. Result for PAS & T&D is significant at 0.05 level of significance. It can be concluded that Ho, i.e. “there lies no difference in the perception of male and female staff towards HRD Mechanisms.

Table4:- Perception of male and female staff towards PAS &T&D with T Values

Dimension	Male Staf (No. 170)		Female Staff (No. 226)		F value	P Value
	M.S	S.D	M.S	S.D		
PAS	3.0	0.8	3.1	0.8	-1.4	0.13*
T&D	3.4	1.0	3.5	0.8	-0.9	0.35*

Figure 4:- Perception of male and female staff towards PAS &T&D with T Values



CONCLUSION

HRD mechanisms have a total mean for the four organizations >50 revealing that the health sector shows the presence of HRD mechanisms at a satisfactory level. All the sample study organizations score a percentage mean score >50 depicting a satisfactory environment for HRD mechanisms. SKIMS conducts training after analyzing the need for it, thus avoiding waste of money, time and energy. Employees in SMHS, GMC Jammu and Fortis, when sponsored for training, take it seriously and try to learn from the programs they attend.

Some statements score the least score in the sample study organizations depicting poor environment for HRD mechanisms. When an employee in SKIMS and GMC Jammu does good work, his supervising officers don’t appreciate it and the weaknesses of employees in SMHS and GMC Jammu are not communicated to them in a non threatening way. Performance Appraisal reports in Fortis are not based on objective assessment and adequate information but on favouritism. Only 3 statements in SKIMS and SMHS score a mean value <50, depicting a satisfactory environment for HRD mechanisms. None of the statement scores a value of <50 for GMC Jammu and Fortis depicting that they focus more on HRD Mechanisms. Both the genders agree that when employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.

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