

Evaluating HRD mechanisms in the hospitals of India

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Abstract

The major two issues which every organization faces, is implementing an organizational strategy and performance management. Organization in today's change filled, highly competitive environment must spend significant time, energy and human and financial resources to measuring their performance in achieving the strategic goals. An organization that is able to increase its adaptability capacity can enhance its chances of survival and sustainable profitability. T&D can also increase the level of commitment of employees to the organization and will also accentuate the perception that the organization is a good place to work. The present study was undertaken on two hospitals SMHS & Fortis in India with special attention to Performance Appraisal system (PAS) and Training and Development (T&D). The results revealed that HRD Mechanisms in the two hospitals is above satisfactory. The middle level staff of both the organizations perceives difference in their opinion towards HRD mechanisms.

Keywords: HRD Mechanisms, Performance Appraisal System, Training and Development

Introduction

Performance management is a system that enables an organization to translate company's vision and strategy into implementation. It is the practice of actively using performance data to improve an organization's performance. This practice involves strategic use of performance measures and standards to establish performance targets and goals, to prioritize and allocate resources, to inform managers about needed adjustments or changes in policy or program directions to meet goals, to frame reports on the success in meeting performance goals, and to improve the overall quality of work in any organization. Alternatively it is also the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. It is a complete work system that begins when a job is defined as needed and ends when the employee performs according to the standards laid. Its goal is to achieve the company mission and vision. An effective performance management system sets new employees up to succeed, so they can help an organization succeed. It provides enough guidance so people understand what is expected of them. It provides enough flexibility and room so that individual creativity and strengths are nurtured. It provides enough control so that people understand what the organization is trying to accomplish. It is the backbone of the HRM practice in any organization. There is widespread realization that performance management practices have the capability to determine the motivational level of employees and could be a powerful vehicle in conversion of employee's potential into performance. The effectiveness of performance appraisal is thus strongly related to the effectiveness of organization. For appraisals to be justified, they must contribute to the organizational bottom-line.

Training is the process that helps companies and employees cope with the effects of changes in the business world that result from competition, globalization and technological advancements. The process essentially seeks to improve trainees' skills, knowledge, attitudes and /or on the job behavior (Ibrahim 2004) ^[4]. A company seeking continuous improvement could use training managers to facilitate the

implementation of total quality management, as they would play the role of change agents. Every organization determines its need according to its own environment and observed signals. Performance reports, for example, may indicate that performance is declining. Some companies administer training programs on the job because of simplicity and lower costs (Ibrahim 2004) ^[4]. It has been identified as a critical factor in the success of decision support systems, strategic innovation and implementation.

Employee training and development is an attempt to improve current or future employee performance by developing their attitudes or enhancing their skills and knowledge. One major purpose of T&D is to remove performance deficiency, both current and anticipated. Conducting training to improve performance is particularly important to organizations with stagnant or declining rates of productivity, and changing mode of operation. It is also essential to organizations that are incorporating new technologies which may consequently increase the likelihood of employee obsolescence. Another purpose of T&D, especially relevant to organizations that are introducing new technologies, is to make the current work force more flexible and adaptable. Obviously, greater commitment can result in a low turnover rate and less absenteeism, thus increasing productivity. It is also important because it is generally recognized that society at large will be the indirect beneficiary when individuals become more productive and contributing members of organizations.

Review of literature

A study on 360 degree Performance Appraisal System in reliance life insurance, Udumalpet by Vijaya & Umamaheshwari (2009) ^[9], was carried with the objective to study the effectiveness of an employee's performance based on 360 degree performance appraisal system in reliance life insurance. To evaluate the performance of the employee from the perspective of immediate supervisors and from the perspective of customers and to suggest suitable measures to improve the performance of the individuals based on the analysis. The researcher concluded that the 360 degree

performance appraisal system helped to identify training needs, performance of employees, and determination of rewards/incentives and steps to promote communication from the perspective of the employees themselves, superiors and from the customers.

Kumar (2000)^[6], focused on the neglected activity i.e. performance appraisal of senior level managers. The findings indicated that the managers of the companies were by and large aware of the importance of HRD. However, most of them did not fully understand the techniques of HRD and the linkage between HRD and performance appraisal. Of the 20 companies taken up, one did not favor the study in its organization on the ground that it did not have any formal appraisal system while other company did not want the study in the organization due to obvious reasons. Of the balance 18 companies studied, 8 did not have any formal appraisal system. Among the remaining 10, in 8 companies the form for assessing all level managers was the same. Only two companies were having somewhat satisfactory to good systems for managers including a separate format for assessing the performance of senior level managers. It was observed that there was lack of performance planning, counseling and feedback, non-inclusion of potential appraisal, inappropriate factors of assessment, too many factors of assessment, lack of transparency, limited use of appropriate data, non-availability of appraisal manual, non-consideration of the views of the executives in designing a suitable appraisal system, even the management of some of the companies were not satisfied with the operation of the system but were continuing with the same system. A fact which emerged clearly was that the proper and formal appraisal of performance of senior level managers was practically non-existent.

Anil (2006), investigated training related issues among women entrepreneurs in northern India and the results revealed that overwhelming proportion of women entrepreneurs had undergone training before establishing their enterprises. The majority had taken training through informal sources. Evaluation of executive training at NLC Ltd-a case study by *Selvam & Panchalan (2003)*^[8], revealed that training program of the respondent's organization was generally effective. *Anuradha (2003)*^[3] studied the designing of a human resource development training for a development organization. Burnout and training satisfaction of medical residents in Greece-a study by *Pavlos, Nikolaos & Athanasios (2010)*, study provided data on the prevalence of burnout syndrome among Greek residents and their dissatisfaction with residency training and job insecurity, both of which were associated with burnout subscales. The present study indicated that the gradual limitation of working hours would be a short-term measure that might not significantly alleviate resident burnout levels if it is not supplemented by concurrent long-term reforms of residency training in combination with novel patterns of care management, stress reduction programs and other systemic interventions. Relationship between training and learning was seen by *Elena (2001)*.

Sample organizations at a glance

Two hospitals have been taken from the state of J&K for the purpose of study. The sample organizations include; 1) SMHS, Srinagar & 2) Fortis, Chandigarh.

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.

Fortis Mohali Chandigarh. The Fortis Hospital at Mohali in Punjab was the first facility of its kind in the region. The hospital is a super specialty cardiac hospital. Here cardiologists, heart surgeons, nurses and other healthcare professions provide the latest treatment and the best care for all forms of heart disease. The hospital has been designed and equipped with the latest technology, information technology systems, a telemedicine program and carefully selected doctors, nurses and support staff. The hospital has been designed and equipped with the latest technology, information technology systems, a telemedicine program and carefully selected doctors, nurses and support staff.

Objectives of the present study

1. To study the prevailing HRD Mechanisms in the sample study organizations,
2. To examine the difference in the opinion of middle level staff towards HRD mechanisms and
3. To draw conclusions and to provide result oriented guidelines and suggestions to the sample study hospitals.

Hypothesis

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

1. HRD Mechanisms in the hospitals is satisfactory.
2. There is difference in the opinion of middle level staff towards HRD mechanisms in the two hospitals.

Research approach and design

The tool used for obtaining the information was a 'Structured Non Disguised Questionnaire', proposed by Dr. Uday Pareek a questionnaire was designed keeping in view both major and minor objectives of study. 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. A sample of 100-125 was targeted from each organization covering doctors, officers, engineers, nurses and others. Thus the total sample for the study was 200-250.

Data analysis and interpretation

Table I reveals that the overall environment for both the mechanisms is above satisfactory in the two organizations, with a mean score of 3.2 (55%) for SMHS & 3.4 (60%) for Fortis. Statement 6 i.e. "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 largest mean score of 3.7(67.5%) for SMHS and 3.8(70%) for Fortis.

On the other hand, statement 5 i.e. "Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues" scores the least mean score of 2.9 (47.5%) for SMHS and statement 2 i.e. "Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism" scores the least score of 3.2(55%) for Fortis

Table 1: HRD Mechanisms in the two hospitals

S. No	Statements	SMHS (No. 121)			Fortis (No. 70)		
		M.S	S.D	%age	M.S	S.D	%age
1	When an employee in the health care sector does good work his supervising officers take special care to appreciate it.	3.1	1.2	52.5	3.4	1.1	60
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	3.2	1.1	55
3	Weaknesses of employees in this organization are communicated to them in a non-threatening way.	2.9	1.2	47.5	3.4	0.8	60
4	When behavior feedback is given to employees in health care sector, they take it seriously and use it for development	3.1	1.1	52.5	3.5	1.0	62.5
5	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	2.9	1.1	47.5	3.5	1.0	62.5
6	When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.	3.7	1.1	67.5	3.8	1.1	70
7	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.3	1.1	57.5	3.4	1.2	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	3.5	1.2	62.5
TOTAL		3.2	1.1	55	3.4	1.0	60

Notes: 1. Scoring Scale: Almost always true = (5), Mostly true = (4), sometimes true = (3), rarely true = (2), not at all true = (1)
 2. M.S=Mean Score
 3. S.D=standard deviation
 4. %=percentage to mean score

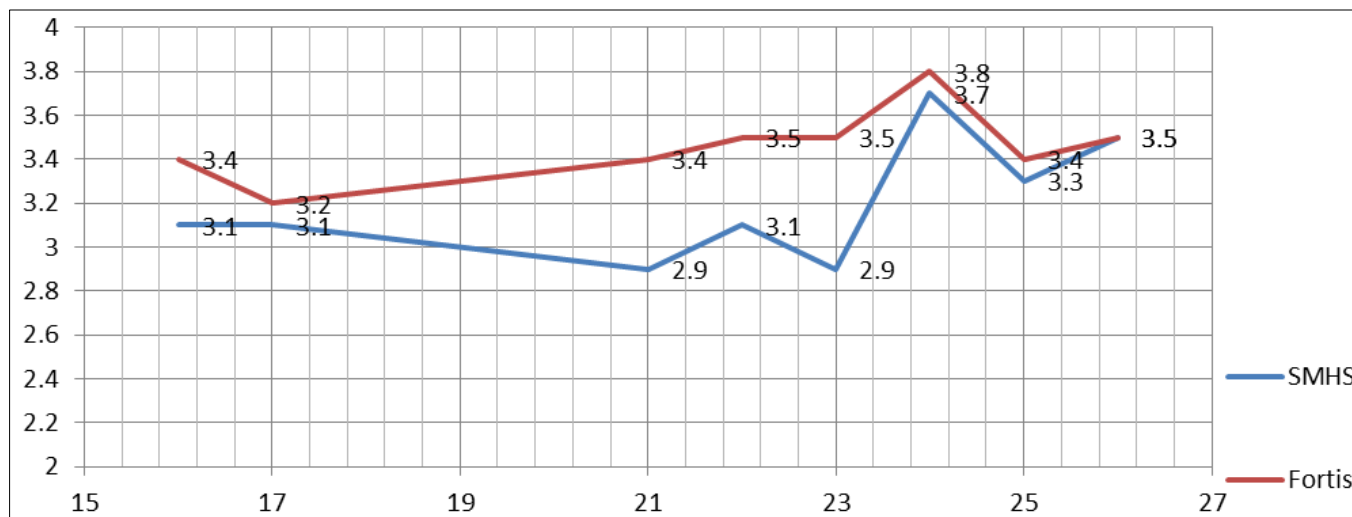


Fig 1: HDR Mechanisms in the two hospitals

Using Z test for evaluating the significance level, it is inferred from the table II that both the mechanisms fall above satisfactory level. The mean for the dimension of PAS & T&D >3 for both the hospitals. P values for PAS (P value=0.00) i.e.

<0.05 and T&D (P value=0.62) falls > 0.05. Ho that “the HRD Mechanisms in the sample study organizations is satisfactory” is accepted for T&D while as Ha is accepted for performance appraisal system.

Table 2: HRD Mechanisms in the two hospitals with Z values

Dimensions	SMHS (No. 121)		Fortis (No. 70)		M.S diff	Z value	P Value
	M.S	S.D	M.S	S.D			
Performance Appraisal	3.0	0.7	3.4	0.8	-0.4	-3.1	0.00**
Training & Development	3.5	0.9	3.6	1.0	-0.1	-0.4	0.62*

Notes; 1. Scoring Scale: same as in table 1
 2. *Ho is accepted (p>0.05), **Ha is accepted (p<0.05)

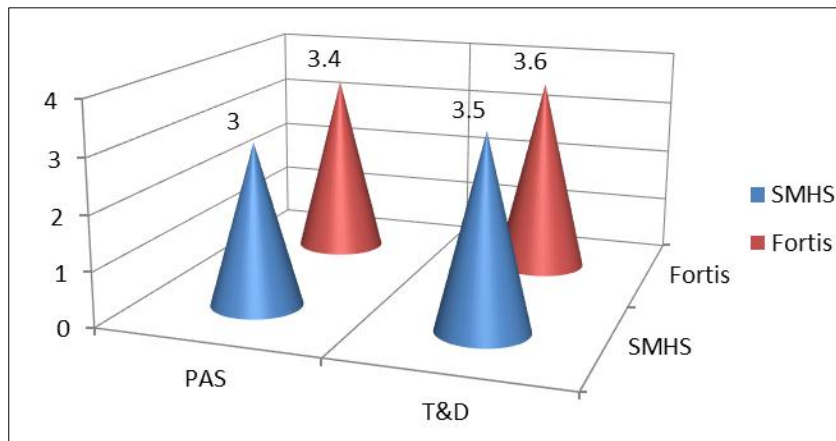


Fig 2: HDR Mechanisms in the two hospitals with Z Values

Table III, represents the HRD Mechanisms, with respect to middle level staff in the sample study organizations. The table represents that the perception of middle level staff towards HRD Mechanisms, falls above satisfactory range of scale. The overall mean values for the middle level staff in both the hospitals are >3 as revealed from table III. The middle level staffs of SMHS scores less value than the staff of Fortis. Middle level staff of SMHS and Fortis scores the highest mean score of 4.2(80%) and 3.7(67.5%) respectively for statement 6 i.e. “When employees in health care sector are sponsored for

training, they take it seriously and try to learn from the programs they attend”.

On the other hand, least score of 2.7(42.5%) was scored by staff of SMHS for statement 1 i.e. “When an employee in the health care sector does good work his supervising officers take special care to appreciate it”. Least mean score of 3.1(52.5%) was scored by staff of Fortis for statement 5 i.e. “Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues”.

Table 3: Perception of middle level staff towards HRD Mechanisms

S. No.	Middle level staff					
	SMHS No. 37			Fortis No. 21		
	M.S	S.D	%age	M.S	S.D	%age
1	2.7	1.2	42.5	3.3	1.2	57.5
2	3.2	1.2	55	3.2	1.0	55
3	3.0	1.3	50	3.4	0.7	60
4	2.8	1.1	45	3.2	1.1	55
5	3.1	0.9	52.5	3.1	1.1	52.5
6	4.2	0.9	80	3.7	1.2	67.5
7	3.5	1.0	62.5	3.4	1.1	60
8	3.8	0.9	70	3.4	1.1	60
Total	3.2	1.0	55	3.3	1.0	57.5

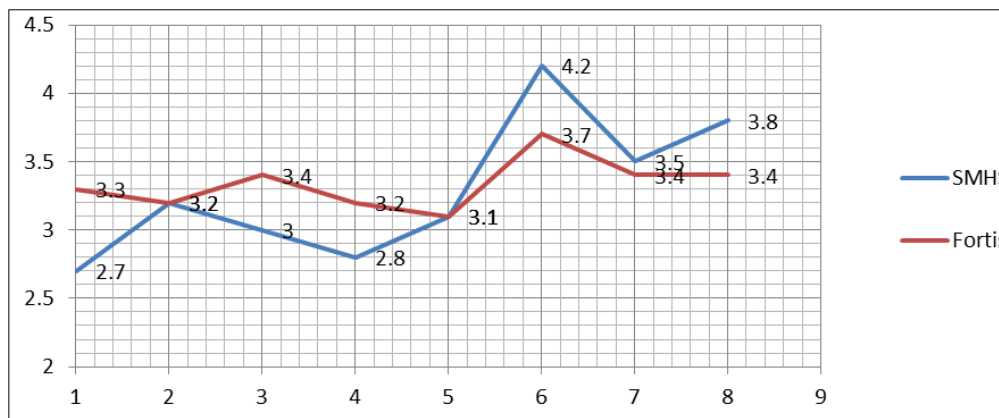


Fig 3: Perception of middle level staff toward HDR Mechanisms

Using Z test for evaluating the significance level, it was inferred from table IV that the mean for middle level staffs for HRD Mechanisms >3 with the P value of 0.24 and 0.13 for

PAS and T&D respectively, which is > 0.05. Thus it can be inferred, Ho that “there a perceptual difference among the middle level staff towards HRD Mechanisms” is accepted.

Table 4: Perception of middle level staff towards HRD mechanism with Z values

Dimension	Middle level staff				M.S diff	Z value	P Value
	SMHS No 37		Fortis No 21				
	M.S	S.D	M.S	S.D			
Performance Appraisal System	3.0	0.6	3.2	0.9	-0.2	-1.1	0.24*
Training & Development	3.9	0.8	3.5	1.0	0.4	1.5	0.13*

Notes; 1. Scoring Scale: same as in table I
 2. Ho is accepted ($p>0.05$)

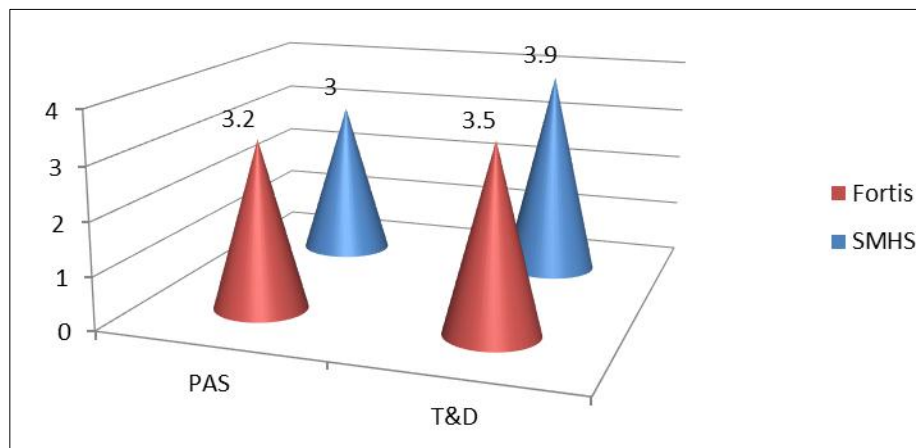


Fig 4: Perception of senior level staff towards HDR mechanism with Z values

Conclusions

It can be concluded from the findings that HRD Mechanisms in the two hospitals is above satisfactory. An overview of the study is that,

- HRD Mechanisms in the sample study organizations falls above satisfactory range of scale.
- There is a satisfactory environment for Training and Development and PAS in the two organizations.
- When employees in both the hospitals are sponsored for training, they take it seriously and try to learn from the programs they attend.
- Employees in SMHS do not take pains to find out their strengths weaknesses from their officers and colleagues
- Performance Appraisal reports in Fortis are not based on objective assessment and adequate information but on favoritism.
- When middle level staff in both the hospitals are sponsored for training, they take it seriously and try to learn from the programs they attend.
- When the middle level staff in SMHS does good work his supervising officers do not appreciate it.
- Middle level staff does not take pains to find out their strengths weaknesses from their officers and colleagues.

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