

Sustainable Development in Health Care Sector: A Study on Human Resource Mechanisms

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Abstract

Performance management (PM) is essentially about measuring, monitoring and enhancing the performance of staff, as a contributor to overall organizational performance. It is a means to an end, and its concept and practice have been constantly changing. Training is designed to provide learners with the knowledge and skills needed for their present job because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Limited study has been conducted on health care sector be it at a national or international level. The present study was undertaken on two hospitals SMHS & GMC Jammu in the state of J&K (India) with special attention to Performance Appraisal system (PAS) and Training and Development (T&D). The results revealed that HRD Mechanisms in SMHS and GMC is above satisfactory. The non managerial staff does not differ in their perception towards HRD mechanisms.

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

Introduction

Performance management is a strategic and integrated process that delivers sustained success to organizations by improving the performance of people who work in them and by developing the capabilities of individual contributors and teams. It translates the overall organizational objectives into individual employees' objectives, gets the agreement of employees and the immediate superiors on the objectives, decides on the performance measures and standards, concerns the actual reviewing of performance of employees together with their immediate superior, providing feedback for improvement and taking corrective measures such as training, compensation, promotion, amongst others, to sustain performance over the long term (*Chittoo & Ramphul 2006*). From its origins, when performance management systems were viewed as almost stand alone processes, it has become an approach to creating a shared vision of the purpose and aims of the organization, helping each individual employee understand and share the workload to achieve those aims (*Martinez & Martineau 2001*).

Performance management is a specific area of the administrative science that shows the importance of performance appraisal, feedback and targeting, in line with the objectives agreed upon. It is an integrated process on defining, assessing and improving the working behaviours and products of the personnel. A well-developed performance management process leads organizations to abstain from carrying out organization design without these elements. This process provides significant contributions to processes such as; for the manager to be fully and accurately aware of his/her expectations from the personnel, to give more positive and objective feedbacks, to provide more effective counselling, to plan personal development and training needs more effectively, and to have more productive relations with his subordinates. This process consists of four stages. The planning of the performance stage comprises the review of duties and responsibilities, the explanation of each duty to the personnel, and the individual performance planning to be done in order to be able to attain the objective (*Beduk, Altan & Sersenora 2011*).

Investment in human capital, not only creates competitive advantages for an organization, but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. In fact, there is an increasing awareness in organizations that the investment in training could improve organizational performance in terms of increased sales and productivity, enhanced quality and market share, reduced turnover, absence and conflict. In contrast, training has been criticized as faddish or too expensive and there is an increasing skepticism about the practice and theoretical underpinning of linking training with firm performance. The importance of general and specific training is recognized by everyone. A major development in the theory of training is the distinction between training relevant to a wide variety of tasks and training which is more specific to the job and firm—general training and specific training. General training raises a worker's future productivity not only in the firm providing it, but also in other firms in the labour market. Workers rather than firms should pay the cost of general training because the employers would not be able to capture any future return on their investment. Therefore, general training may be arranged in a formal education group because it is valuable to a wide range of employers and can be obtained in other ways than training in the firms. The firm should only pay for the firm specific component of training which does not help the worker receive higher wages elsewhere. In contrast, specific training raises the worker's productivity only in the firm providing it either because they have special methods or because they use equipment with which workers must become familiar. Firm training depends on job characteristics, firm characteristics and worker characteristics. Workers are more likely to receive training if their jobs have the following characteristics: high value added jobs where the individual has great responsibility,

cognitively complex jobs (e.g., professional, technical and managerial jobs), sales jobs for complicated, changing and customized products, use expensive machinery on their job, regular, non temporary jobs, full time jobs, and jobs where the skills learned are not useful at many other firms in the community. Holding other worker characteristics constant, the likelihood and the amount of formal training in a given year for workers depend on the characteristics of the jobs they hold, the firms for whom they work, as well as the characteristics of the workers themselves. Therefore, firms usually analyze the training needs to determine where training is needed and who needs to be trained. The knowledge and skills of workers acquired through training have become important in the face of the increasingly rapid changes in technology, products, and systems. Most organizations invest in it because they believe that higher performance will result. Applying the resource based view to training suggests that training can provide knowledge and skills for employees and in turn this may lead to high firm performance. From this perspective, it is effective to the extent that it directly contributes to the strategy, objectives, or outcomes central to organizational effectiveness. It is predicated on contributing to higher level group and organizational objectives, results and performance.

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.

A study in Jindal Steel and power Ltd by *Suman (2008)*, on training and development need analysis for ushering change revealed that training was needed for a number of reasons like opportunities, strengths, new directions, problems, impending change and career development. Training needs identification and evaluation, a study of Indian organizations by *Prarthana & Pooja(2007)*, revealed that all the organizations studied had a fairly progressive HR set up and a training set up and seemed to have realized the importance of training for employees and the organization. Employment status of displaced workers: an effect of training, a case study by *Tulika (2006)*, showed that the types of training which had been given to the displaced workers was not much effective for the workers to get the appropriate job. *Bharat, Samanta, Sandhya & Vijender (2006)*, Management training needs of agricultural scientists of Indian council of agricultural research showed that the prominent training needs pertained to IT and computer applications, statistical application for data analysis, communication and presentation skills, technical and scientific writing, research project management, evaluation and impact assessment.

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) GMC, Jammu.

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. 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. In the 1970's, as medical services became more specialized and differentiated, separate hospitals were established for specialties like Obstetrics and Genecology and Orthopaedics etc.

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 in a temporary building (Barracks), as an undergraduate institution with an aim to train sixty five medical students for MBBS course per year and to serve as referral hospital for Jammu province. . 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.

Objectives of the present study

- 1) to study the prevailing HRD Mechanisms in the sample study organizations,
- 2) to examine the perceptual difference in the opinion of non managerial 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 no perceptual difference in the opinion of non managerial staff towards HRD mechanisms in the two hospitals.

Research approach and design

A close format questionnaire was used. 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 (SRS) was used to cover employees from Medical, Administrative, Supportive and Technical cadres in the sample selected organizations. A sample of 100-125 was targeted from each organization

Data analysis and interpretation

Table I reveals that the mean score for HRD Mechanisms in the sample study organizations falls above the satisfactory range of scale with mean > 3. HRD mechanisms are encouraged in SMHS more than in GMC. 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 for SMHS and 3.5 for GMC.

On the other hand, statement 1 i.e. “When an employee in the health care sector does good work his supervising officers take special care to appreciate it” scores a minimum score of 3 for GMC Jammu. A minimum mean of 2.9 and 3 is scored for statement 3 i.e. “Weaknesses of employees in this organization are communicated to them in a non threatening way” for SMHS and GMC respectively.

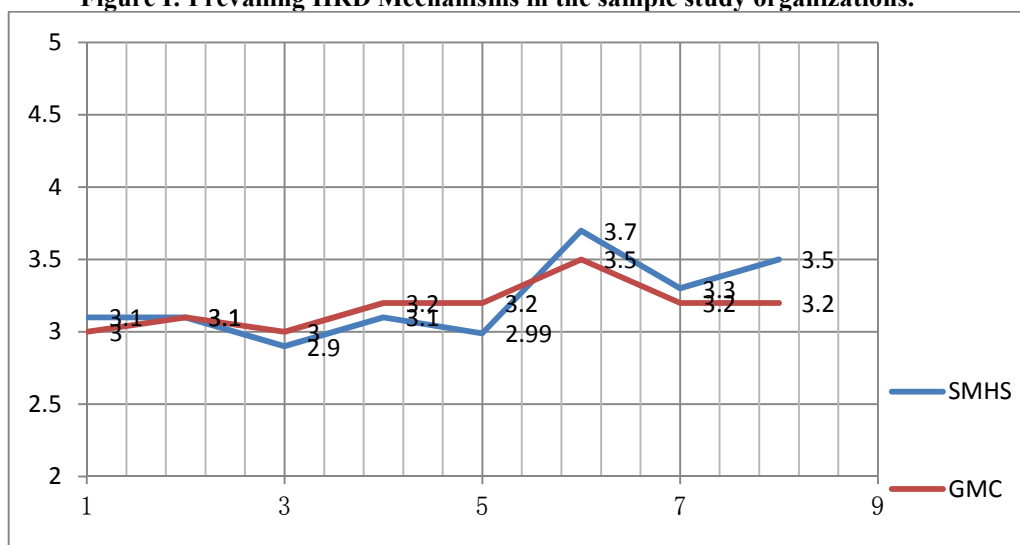
Table I: Prevailing HRD Mechanisms in the sample study organizations.

St. No	Statements	SMHS (No. 121)		GMC (No. 100)	
		M.S	S.D	M.S	S.D
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	3.0	1.2
2	Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism.	3.1	1.1	3.1	1.0
3	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.9	1.2	3.0	1.1
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	3.2	1.0
5	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	2.9	1.1	3.2	1.0
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	3.5	1.2
7	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.3	1.1	3.2	1.1
8	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.5	1.1	3.2	1.0
TOTAL		3.2	1.1	3.1	1.0

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

Figure I: Prevailing HRD Mechanisms in the sample study organizations.



Using Z test for evaluating the significance level, it is inferred from the table II that HRD mechanisms are above satisfactory level in the two organizations. The mean for the dimension of PAS & T&D >3. P values for PAS (P value=0.20) and T&D (P value=0.08) falls > 0.05. The results are significant at 5% level of significance. Ho that “the HRD Mechanisms in the sample study organizations is satisfactory” is accepted.

TABLE II: Prevailing HRD Mechanisms in the sample study organizations with Z values.

Dimensions	SMHS (No. 121)		GMC (No. 100)		M.S diff	Z value	P Value
	M.S	S.D	M.S	S.D			
Performance Appraisal	3.0	0.7	3.1	0.8	-0.1	-1.0	0.20*
Training & Development	3.5	0.9	3.3	0.9	0.2	1.7	0.08*

Notes

1. Scoring Scale : same as in table 1
2. *Ho is accepted (p>0.05)

Figure II: Prevailing HRD Mechanisms in sample study organizations with Z values

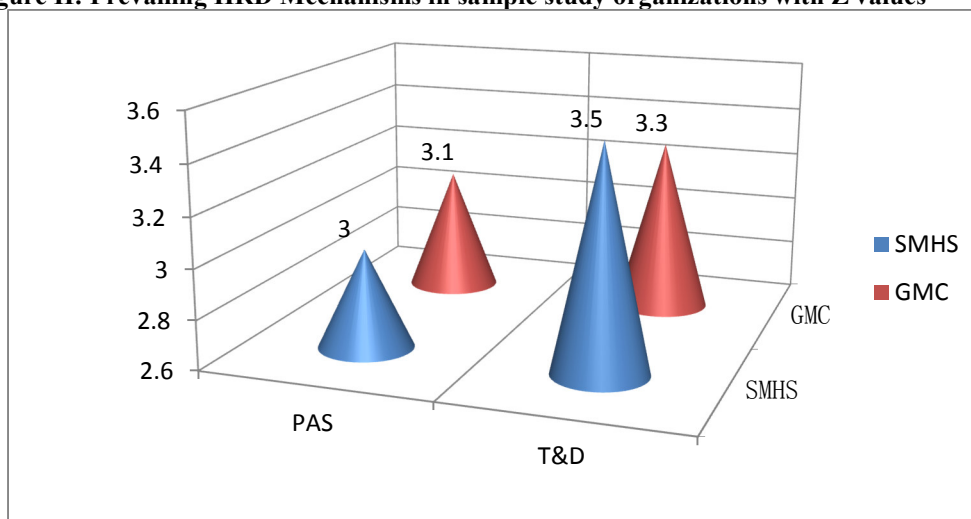


Table III, represents the perception of Non managerial staff towards HRD Mechanisms, in the sample study organizations. The table represents that the perception of non managerial staff towards HRD Mechanisms, falls above satisfactory range of scale. The overall mean values for the non managerial staff in both the hospitals are >3 as revealed from table III. The non managerial staff of SMHS scores less value than the staff of GMC. Staff of both the hospitals scores the highest common mean score of 3.5 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”.

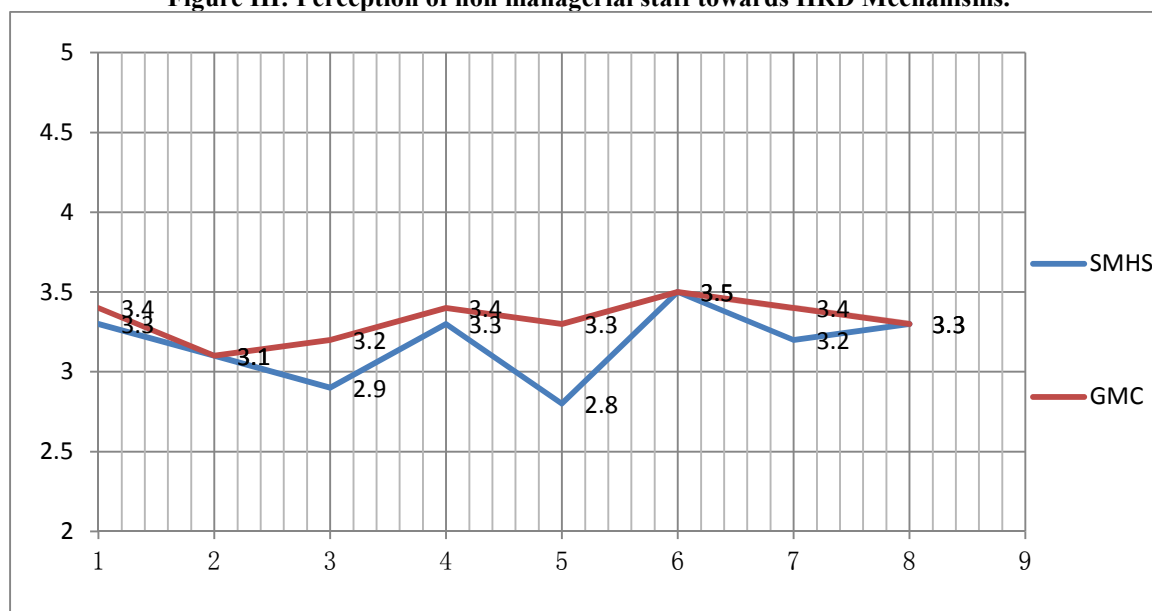
On the other hand, least score of 2.8 was scored by non managerial staff of SMHS for statement 5 i.e.

“Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues”. Least mean score of 3.1 was scored by the staff of GMC for statement 2 i.e. “Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism”.

Table III: Perception of Non managerial staff towards HRD Mechanisms.

St. No	Non Managerial staff			
	SMHS No. 67		GMC No. 50	
	M.S	S.D	M.S	S.D
1	3.3	1.3	3.4	1.2
2	3.1	1.0	3.1	1.0
3	2.9	1.2	3.2	1.1
4	3.3	1.0	3.4	1.0
5	2.8	1.1	3.3	1.1
6	3.5	1.2	3.5	1.2
7	3.2	1.2	3.4	1.1
8	3.3	1.1	3.3	0.9
Total	3.1	1.1	3.3	1.7

Figure III: Perception of non managerial staff towards HRD Mechanisms.



Using Z test for evaluating the significance level, it was inferred from table IV that the mean for non managerial staff for HRD Mechanisms >3 with the P value >0.05. P value for PAS= (0.2) and T&D= (0.6) > 0.05. Thus it can be inferred that there is no significant difference in the perception of non managerial staff of the sample study organizations, hence Ho that “there is no perceptual difference among the non managerial staff towards HRD Mechanisms” is accepted.

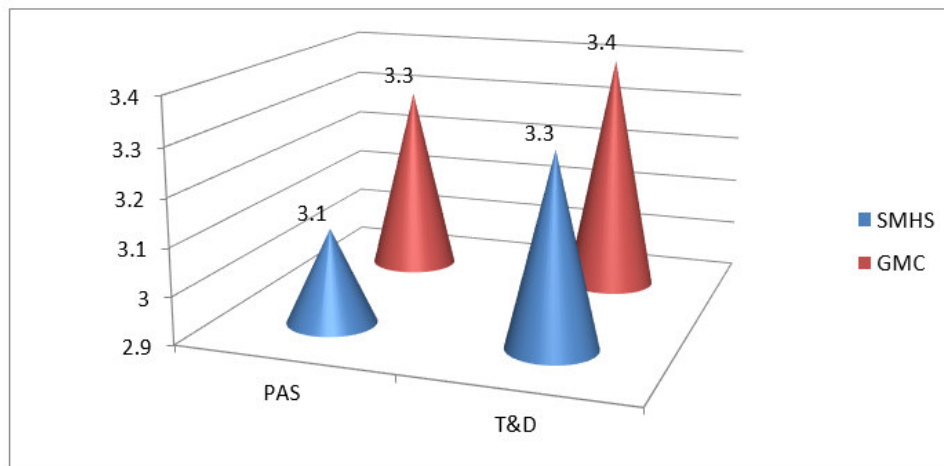
TABLE IV: Perception of non managerial staff towards HRD mechanism with Z values.

Dimension	Non managerial staff				M.S diff	Z value	P Value
	SMHS No 67		GMC No 50				
	M.S	S.D	M.S	S.D			
Performance Appraisal System	3.1	0.7	3.3	0.8	0.2	-1.2	0.2*
Training & Development	3.3	0.9	3.4	0.9	-0.1	-0.4	0.6*

Notes

- 1 Scoring Scale : same as in table I
- 2 * Ho is accepted (p>0.05)

Figure IV: Perception of non managerial staff towards HRD mechanism with Z values.



Conclusions

It can be concluded from the findings that HRD Mechanisms in SMHS and GMC 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 in the two organizations.
- HRD mechanisms are encouraged in SMHS more than in GMC.
- When employees in both the hospitals are sponsored for training, they take it seriously and try to learn from the programs they attend.
- Non managerial staff of both the organizations believes that when an employee in the health care sector does good work his supervising officers do not take special care to appreciate it.
- Weaknesses of employees in these hospitals are communicated to them in a threatening way.
- Perception of non managerial staff towards HRD Mechanisms falls above satisfactory range of scale.
- The non managerial staff of SMHS scores less value than the staff of GMC.
- Non managerial staff of SMHS does not take pains to find out their strengths weaknesses from their officers and colleagues.
- Performance Appraisal reports in GMC are not based on objective assessment and adequate information but on favoritism.

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