

HRD Climate and its impact on Quality of work Life on Organizational Working in Health Care Sector: An Empirical Study

*Mir Raashidah**

ABSTRACT

Human Resource Development is the process of equipping the human resource with knowledge and skill enabling the person to take up the job and profession commensurate to the acquired knowledge and skill with ability and competence. Developing human resource is not a one-time affair but is required time and again for manning the new projects as well as for replacement of the old and aged personnel. Human resources play the most vital and considerable role in achieving organizational goals in healthcare industry. Healthcare sector is the backbone of our society which deals with humans. However the proficiency of the human resources can only be maximized by implementing human resource strategies pertinent to the healthcare sector. Therefore, organizations have to set a favorable working environment, where in employees can contribute for the overall growth of an organization. The present study is focused on the overall Climate of the health care sector taking into consideration two hospitals i.e. Govt. Medical College, Jammu(GMC) and Asharya Shri Chandar College of Medical Science, Jammu, (ASCOMS).

Keywords: *Human Resource, HRD Climate, Quality of Work Life, Healthcare Sector.*

INTRODUCTION

Human capital is considered as an asset for an organization and thus their proper development should be undertaken for the betterment of an organization. In present competitive business environment human assets are more essential to the enterprise than physical capital, the human capabilities determines the significance of enterprise and gives the competitive edge. In this perspective, the role of human resource development is very important for developing the capabilities and competencies of employees as well as creating an atmosphere of continuous learning which will help in ensuring positive impact among the employees in general and in the whole organization in particular.

Human Resource Development (HRD) is the process of providing the human resource with knowledge and skill enabling the person to take up the job and profession appropriate to the acquired knowledge and skill with ability and competence. Developing human resource is not a one-time affair but is required time and again for manning the new projects as well as for replacement of the old and aged

* Junior Research Assistant, Department of Tourism Studies, Central University of Kashmir

personnel. Nor is it required only for the existing occupations but also for the new professions emerging from the new techniques and technological development as well as modernization and innovations of the present one. Hence, the HRD is a continuous process significantly contributing to the growth and development of a nation.

(HRD) has its own process depending upon the nature of the jobs to be performed. The process consists of formal, informal or both types of education and training as per job requirements. Corporations employ already educated and skilled workers but also train them informally for the particular jobs they have to perform in the organization. Corporations therefore undertake to organize informal training programmes when they feel the need to prepare employees for future jobs, to enhance their productivity, to gen up the workers with new techniques, so as to promote organizational growth.

Healthcare being an important component of the social sector has ever been the focus of priority attention and mission of every nation in the world. Their healthcare programmes include provision of potable water, drainage and sewage facilities, pollution free environment, nutritious and unadulterated food, good sanitation and general ambience contributory to the physical well- being of the people. Over riding, all these is the provision of hospitals, nursing homes, clinics, etc, for the maintenance of general health and cure of people afflicted by various and serious diseases. This aspect of the healthcare provision involves engagement of human resource developed with knowledge and skill of medical services to man the hospitals, nursing homes, clinics, dispensaries etc, forming the health care sector. In the healthcare sector, however, human resource development entirely depends on formal education. Medical Colleges, Dental Colleges, Specialty institutes, nursing colleges etc are established by the State to train and develop human resource for running and maintaining the healthcare sector. Medicos and Para-medicos produced by these colleges and institutes are engaged to run the hospitals, or to establish their own individual nursing homes, clinics, and dispensaries etc, which together form the health care sector. This study critically reviews the HRD climate and facilities existing in the health care sector of Jammu Division.

REVIEW OF LITERATURE

Anjum & Raashidah (2018), in their research work entitled, “Human Resource Development Climate and its Influence on Quality of Work of Employees in Healthcare Sector in the Journal of Emerging Technologies and Innovative Research,” found that there is a strong relationship between HRD climate and quality of work and all the dimensions of HRD climate have a good impact on quality of work in health care sector in Jammu division. Moreover it was found that among the sample study organizations, GMC shows the least favorable general climate.

Nirmala & Chockalingam (2017), in their study entitled, “Human Resource Development Climate in the Select Software Companies in Bengaluru City in International Journal of Pure and Applied Mathematics. The results revealed that inadequate training and development and not having employees’ participation are the failure of employees towards human resource development climate. Besides, they declared that to make certain a constructive output, awareness to the factors recognized in the recommended framework is important for the human resource development climate.

Shweta, Vishal & Manoj (2016), in their study entitled, "Relation between Human Resource Development Climate and Organisational Commitment: An Empirical study in Indian banking sector in International Journal of Indian Culture and Business Management." The study identified the relationship between HRD Climate and Customer Satisfaction in Indian Private Banks, the data was composed from the employees and customers. They concluded that all the three components of HRD Climate viz General Climate, OCTAPACE Culture and HRD Mechanism have an optimistic impact on customer satisfaction.

Mufeed & Qurrat (2014), in their study entitled, "A Comparative Study of Human Resource Development Climate in Healthcare Sector in J&K in Radix International Journal of Social Science, found an essential variation in the perception of medical and paramedical staff of the sample study organizations was found and also the results highlighted the survival of poor Human Resource Development Climate in the hospitals. Thus the role of top management is pivotal for implementing Human Resource Development Climate Practices which will yield higher satisfaction and increased performance.

Vijay (2013), in his research entitled, "A Study on Quality of Work Life in Textile Sector in India in Journal of Business Management and Social Sciences Research, determines the Quality of Work among employees in India Textile Industry by using Walton's model. The results revealed that the employee's belief is lower than the normal and their income is not satisfactory and is not connected with their job. Thus the outcomes lead to the dissatisfaction of employees.

OBJECTIVES OF THE PRESENT STUDY

- 1) to examine the difference in HRD Climate between public and private healthcare sector,
- 2) to analyze the impact of HRD Climate on the Quality of Work Life of the employees of the sample study hospitals &
- 3) to recommend broad guidelines/suggestions for improvement in the Human Resource Development Practices in sample study organizations.

This research paper tests the following hypotheses with the application of statistical tools:

Hypothesis 1:

H₀₁: There is no significant difference in Human Resource Development Climate between Public and Private healthcare sector.

Hypothesis 2:

H₀₂: There is no significant impact of Human Resource Development Climate on Quality of Work Life among the employees of the hospitals.

NEED FOR THE PRESENT STUDY

Generally the public and private sector organizations in India are using the methods and move towards HRD to build up their employees for the attainment of organizational goals with individual pleasure and

development. An excellent amount of HRD Practices have been produced in one form or the other in many public and private sector organizations. Whereas most of the sectors have observed the research on Human Resource Development Practices at national and international level but negligible work has been seen on hospitals or healthcare sector that too in the State of Jammu and Kashmir. Fewer ideas on HRD Climate Practices specific to health care sector have been made available through research in the J&K State. A sociable HRD Climate is very essential for the ultimate success of the business goals. Currently a look at the Health Care Sector in J&K would reveal that it has not undergone the required modification to keep swiftness with ever-changing society.

Furthermore, in the present situation, each organization desires advance productivity in contrast to fewer inputs. It can be feasible only when working employee finds its working place comfortable and peaceful as per the job necessity. Hence it's crucial for an organization to make a quality association between its employees and working environment. The present study is proposed for studying the existing HRD Climate Practices and its impact on Quality of Work Life of employees in Health Care Sector while taking into account both Public and a Private hospital.

RESEARCH APPROACH AND DESIGN

As regards the research design and methodology of this study, it is a survey- based research paper. A well designed questionnaire based as the research instrument used by Rao and Abraham in their study HRD Climate in Indian organizations- Recent Experiences in Human Resource Development, has been prepared and used in this study for the survey. The questionnaire has been structured to elicit information and perceptions from the respondents on the various aspects. The structure of questionnaire comprised three broad -based sections which together combined 51 queries. Section A sought demographic profile and contained 5 items, Section B elicited perceptions on HRD Climate and made 38 queries, while Section C found out information on Quality of Work Life putting 8 questions to the respondents.

i) Study Area:

The present study seeks to examine the Human Resource Development Climate and its influence on Quality of Work Life of employees in the HealthCare Sector in Jammu. For the study, one Public and one Private hospital will be taken.

The sample organizations include;

- 1) Govt.Medical College Jammu (GMC).
- 2) Acharya Shri Chander College of Medical Sciences Jammu (ASCOMS).

ii) Sampling Method:

Stratified Random Sampling technique was used for the selection of sample respondents.

A sample of 140- 270 was targeted from both organizations covering both male and female doctors, nurses and other employees at random basis which works out to a total of 410 medicos and paramedics from both the medical colleges and hospitals who served as respondents for this study.

DATA ANALYSIS AND INTERPRETATION

Table 1: TESTING OF HYPOTHESIS (H01) There is no significant difference in Human Resource Development Climate between Public healthcare sector and Private healthcare sector.

| Elements of HRD | Hospital | N | Mean | Std. Deviation | Std. Error Mean |
|-------------------------|---------------|--------|------|----------------|-----------------|
| General Climate | ASCOMS | 140.00 | 3.30 | .74 | .06 |
| | GMC | 270.00 | 3.06 | .90 | .07 |
| HRD Mechanism | ASCOMS | 140.00 | 3.32 | .68 | .06 |
| | GMC | 270.00 | 3.14 | .78 | .06 |
| OCTAPACE Culture | ASCOMS | 140.00 | 3.35 | .66 | .06 |
| | GMC | 270.00 | 3.16 | .85 | .06 |

Table 1 reveals that the mean score for GMC towards General Climate is (M.S= 3.06), HRD Mechanism (M.S= 3.14) and mean score towards OCTAPACE Culture is (M.S= 3.16). Whereas the mean score for ASCOMS towards General Climate is (M.S= 3.30), HRD Mechanism (M.S=3.32) and mean score towards OCTAPACE Culture is (M.S= 3.35).

Statistically, it is proved that employees of ASCOMS are exposed to a better HRD Climate when compared with HRD Climate at GMC, Jammu.

So, there is a significant difference in human resource development Climate between Public health care sector and Private health care sector, hence we fail to accept null hypothesis that there is no significant difference in Human Resource Development Climate between Public health care sector and Private health care sector.

TESTING OF HYPOTHESIS (H02)

H02: There is no significant impact of HRD Climate on Quality of Work Life of the employees of the hospitals.

To analyze the impact of HRD Climate on Quality of Work and Performance of medical and para-medical staff of the hospitals, firstly descriptive were calculated. All the items (related questions) in the instrument used were grouped into various constructs / Dimensions and each Dimension was named separately. All the items (related questions) in the instrument used were grouped into various constructs / Dimensions and each Dimension was named separately. Each dimension of the hospital was analyzed separately as they were perceived by the employees (both medical and para-medical) through descriptive

and “Path Analysis was used taking HRD Climate at the independent variable and Quality of Work Life as the dependent variable

AMOS 25.0 with maximum likelihood method (MLE) was used for estimating the population parameters in the measurement model and structural model from sample data. The MLE technique was selected because the data met the MLE model assumptions which include multivariate normality assumption, no missing data, no outliers and continuous variable data (Hair et al., 2010).

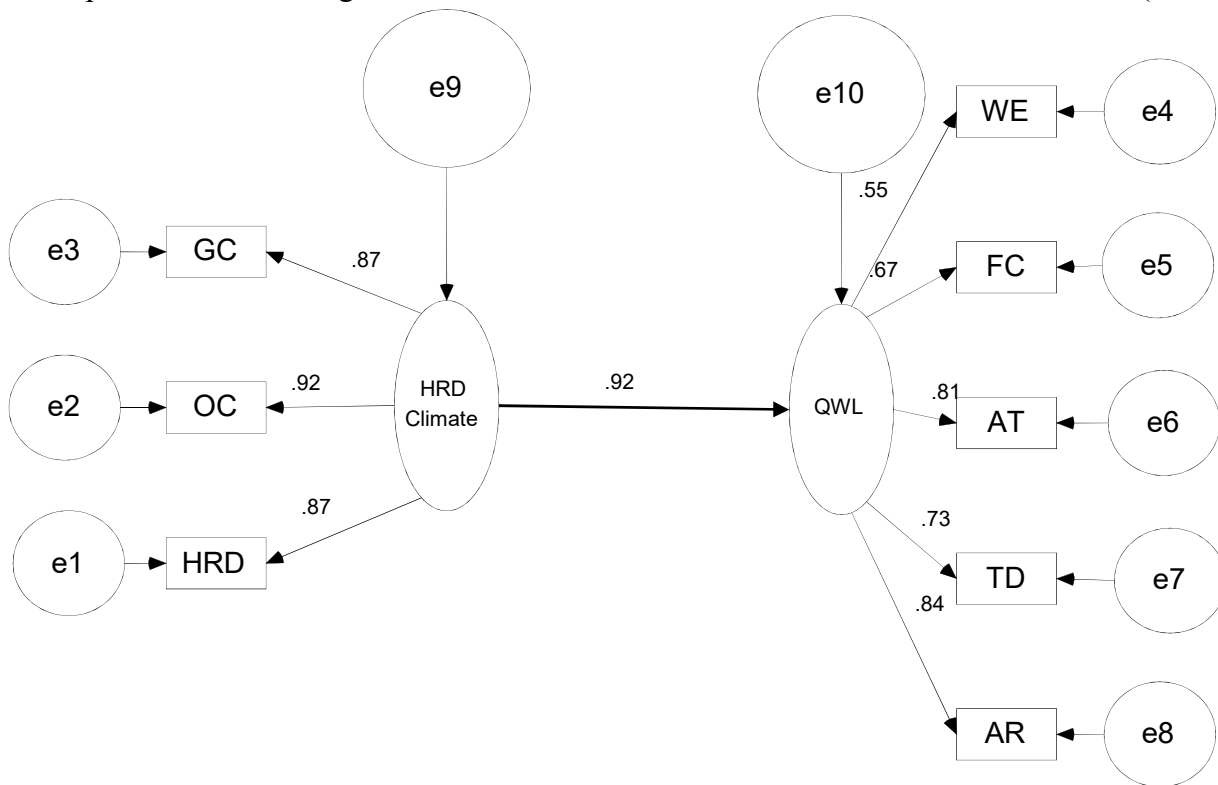


Figure 1- Path Analysis (measurement model)

Model testing is generally done by assessing the measurement model validity, therefore in the present study the structural model testing was conducted after the measurement model was validated and a satisfactory fit achieved. The model was absolutely fit and meet with all the fit Indices, it indicated good fit **GFI=0.91, AGFI= 0.92, RFI=0.91, NFI=0.91, MNFI=0.91, CFI=0.91, RMSEA=0.90, RMR=0.05**. The chi-square value $\chi^2 = 207.85$ $df = 0.576$ ($p > 0.000$). Thus, the theoretical model has been specified to test the one causal path, which is represented in the hypotheses as **H02**.

Table 2:

HYPOTHESIS TESTING BY PATH ANALYSIS

| | Estimate | Se | Cr | P Value | Hypotheses |
|---------------------|----------|------|--------|---------|------------|
| HRD – Climate - QWL | .661 | .058 | 11.449 | *** | Rejected |

Regarding the hypothesis tests, as discussed above H02 hypothesized relationships are supported in the path analysis. As shown below in Figure (1); there is impact of HRD Climate on Quality of Work (0.58, t-value 11.44).

Hence, H02 is rejected, we fail to accept null hypothesis that there is no significant impact of Human Resource Development Climate on Quality of Work Life of employees of the hospitals.

FINDINGS AND SUGGESTIONS

The human resource development facilities need expansion. Unlike other professions in the corporate sector where on the floor training can produce skilled workers, medical profession requires formal education and training in medical institutions. Jammu Region has two medical colleges, one private and one public in a region spread over 10 districts. Their contribution to healthcare sector is only 150 general medicos in a year. Post- graduates and specialty facilities are further very few and many specialties even do not exist in the medical colleges. As a result the doctor patient ratio is very disproportionate. There is pressing necessity to expand the infrastructure for human resource development in the health sector. This can be done by establishing new institutions and also by expanding the existing facilities so as to develop human resource for healthcare sector adequate to handle the population of ten districts in the region.

Scant human resource development resources result in disproportionate doctor- patient ratio and render the medicos over burdened with work load. Overworking causes fatigue and adverse impact on the quality of work and performance of the medicos and paramedics. Immediate suggestion is that the present intake of the existing two medical institutions be suitably enhanced. This will add to the existing strength of human resource pressed into the service of healthcare sector and do away with the fatigue factor influencing quality of work life.

The results revealed that among the sample study of hospitals for this research, ASCOMS showed favorable HRD Climate and was observed productive for all the dimensions of the HRD Climate. The highest mean score was observed by OCTAPACE Culture (3.35), followed by HRD Mechanism (3.32), and at the end by General Climate (3.30). It is suggested to the employees of GMC to enhance their efforts in improving the overall HRD Climate of their hospital and try to work on each dimension individually.

The existing human resource development structure dependent upon two medical colleges is short of post- graduate specialty course in a number of medical branches. As a result the specialized health services are not available in the region for many patients who have to run outside the J&K State for medical treatment. Suggestion is made that the Specialty Courses be added to the existing medical courses in branches not existing at present. This will have positive impact on healthcare climate in Jammu Region

As per the findings of the study, it was observed in terms of OCTAPACE Culture, public hospital (GMC) showed a least score, bringing it to knowledge of the employees that they are not able to meet that much of expectations from their top management and there is a strong need to improve and comprehend their organisational culture as per their employee's expectations.

Based on the relationship between HRD Climate and Quality of Work Constructs, the study on this area needs an exclusive attention. Basically, it is a never ending process and needs a continuous improvement.

CONCLUSIONS

The main concern of this paper was to study Quality of work life levels of the employees in relation to the existing HRD Climate of the organizations. The study investigated the Human Resource Development Climate status of the two hospitals of Jammu and observed the levels of Quality of work life of employees working in these hospitals to confirm whether there is any relationship between the two. The study further explains the effects of HRD Climate and its components on Quality of work life. All the components of HRD climate (General Climate, HRD Mechanism and OCTAPACE Culture) have been found influencing on Quality of work life. While studying the different parameters pertaining to impact of HRD climate on quality of work life in health care sector in Jammu division, it was found that the employees of ASCOMS are exposed to a better HRD Climate when compared with the HRD Climate at GMC, Jammu.

REFERENCES

- Anjum, D., & Raashidah, M. (2018). Human Resource Development Climate and its Influence on Quality of Work of Employees in Healthcare Sector. *Journal of Emerging Technologies and Innovative Research*, 5(6), 2349-5162.
- Mufeed, S.A., & Qurrat, A.H. (2014). A comparative study of human resource development climate in health care sector in J&K. *Radix International Journal of Social Science*, 1(2).
- Nirmala S; & Chockalingam, S.M. (2017). Human Resource Development Climate in the Select Software Companies in Bengaluru City. *International Journal of Pure and Applied Mathematics*, 117(7), pp 317-330.
- Shweta, M, Vishal, G & Manoj, M. (2016). HRD Climate and Customer Satisfaction in Indian Private Banks. *The Indian Journal of Industrial Relations*, 51(3), pp 447-459.
- Shiney Chib (2012). Quality of Work Life and Organizational Performance Parameters at Workplace, 5(2), pp 36-47.
- Silkhe, & Choudhary, N. (2011). HRD Climate and job satisfaction: An empirical Investigation”, *International journal of computing and business research*, 2 (2).
- Vijay A., (2013). A Study on Quality of Work Life in Textile Sector in India. *Journal of Business Management and Social Sciences Research*, 2 (2), pp42-46.