A STUDY ON HRD MECHANISMS IN FORTIS HOSPITAL OF INDIA

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ABSTRACT

Hospitals are hope for people .What makes the hospital good or bad is not only the workforce but the management and development. Inefficiency or inadequacy in any area can mar the image of the organization. Every sphere of work demands development and healthcare and hospital sector is not an exception. Worldwide the health care system is undergoing tremendous change due to economic growth and technology. The paper is an attempt to have a look into the developmental aspects in Fortis, India. Two mechanisms i.e. Performance Appraisal System (PAS) and Training and Development (T&D) have been covered in this study. Study covers the existing HRD mechanisms and the perception of different level staff towards these mechanisms. The study reveals that there is an above satisfactory level of HRD mechanisms in Fortis and there is a perception difference among different level of staff towards HRD mechanisms.

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

Introduction

HRD is helpful in the fulfilment of committed goals of an individual, organization and society. HRD develops a clear idea of what the organization wants to accomplish. It develops the capabilities and efficiency of the employees in the organization. It enables them to improve their performance and that of the organization as a whole. Development of employees tends to result in higher productivity. HRD leads organizations towards the possibility of improving performance. It reduces the cost of production and earns good returns on investment and consequently contributes to competitive advantage in the face of intense competition. It improves the organizational health and employee morale, team spirit and loyalty. It plays a role in promoting a positive work culture. It is essential to meet the requirements of the changing internal and external environment of the organization. It is a significant factor in determining the growth and prosperity of the business enterprise. It is a total system with various subsystems or practices but there is lack of oneness in the dimensions of HRD. Various HRD thinkers and professionals have designed the practices of HRD in different ways (Kennedy 2007). Need for human resources developed to meet the organizations need in the rapidly changing environment is more imperative than ever, as it is a process for developing and unleashing human expertise development for the purpose of improving performance, in an organization, through organization development and personnel training and development and career development. Developing capable, motivated and supported health workers is essential for overcoming bottle necks to achieve national and global health goals. At the heart of each and every health system, the work force is central to advancing health. There should be optimum number and professional mix of human resource for the effective coverage and quality of the intended services. The core issue in health care is that the quality of services, accountability and effectiveness of the system ultimately depend on how human resources are developed, managed, structured and allocated at all levels in these systems, and how well both managers and staff members succeed in sharing knowledge and improving knowing processes in a single workplace. Due to the fact that increasing numbers of workers are retiring and decreasing numbers of younger workers are available to replace them, HRM has been emphasized in recent years in health care.

There are a number of HRD mechanisms out of which two will be covered in this study i.e. performance appraisal system and training and development.

Performance appraisal is a distinct and formal management function assessing an employee's performance during a specified period of time. It is a continuous process involving formal written evaluation of work performance, verbal interview, and informal, unscheduled feedback throughout the appraisal period. Using the appropriate performance appraisal process and forms will facilitate effective assessment that contributes to achieving organizational goals (Cross, Asperin & Nettles 2009). Evaluating performance is essential for program improvement and the professional growth of staff. It provides feedback to the employee, measures employee performance, tracks growth, identifies areas for further improvement, and provides suggestions for meeting operational goals and standards. Results of it provide a basis for personnel decisions such as job assignments, salary recommendations, promotions, disciplinary actions, and organizational rewards. It can also assist in identifying training needs and facilitate communication between employees and supervisors.

To enable a person to do some work, the organization should brush up his skills or knowledge. This is very much essential to cope up with the changing environment of the organization. This highlights the importance of training in the employee's life as well for the organization. Training program might be away in which the workforce enhance their efficiency towards their work. Such program helps the staff to understand the new way of doing the work. A training program helps the staff to understand the new way of work or helps them to improve their working concepts more clearly. This way the workforce can contribute more towards the productivity of the organization and the productivity of workforce essential for the success of an organization. Therefore, training has a great importance and it has an impact on productivity (Nath 2011).

Review of literature

An appraisal of performance appraisal in the Indian scenario, *Amit (2006),* discussed the key limitations of present appraisal system in Indian industry. It further discussed the results of a study conducted in a large construction organization regarding the effectiveness of present

performance appraisal system. The results were compelling, revealing extreme dissatisfaction among employees regarding the system. *Gary, Yvonne, Rafik (2000),* examined factors associated with the board's adoption of a formal process for evaluating the performance of the corporation's chief executive officer (CEO) The sample was drawn from the hospital industry. The study revealed that more competitive the market, the more likely the hospital boards were to adopt a formal CEO performance evaluation process. Managerial perceptions of various dimensions of an effective Performance Appraisal System (PAS) were investigated through a survey conducted in a North Indian synthetic yarn-producing organization. The data revealed that managers perception and expectations of issues related to the nature of the appraisal process, guidance and counselling sessions, assessment of performance in key result areas, and ratings by superiors and feedback presentation. These varied greatly at all levels, thereby posing challenges for the HRD department in designing an effective performance appraisal system. Managers also perceived the existing PAS to be only moderately effective.

Vikash & Abha(2002), designed a performance appraisal system for shop floor employees. The study was conducted in Tata Bearing Division at Kharagpur, West Bengal from July 2001 to December 2001. Study on employees opinion on 360 degree feedback system, *Gunavathy & Vidhya(2005),* the study served as a dip stick survey to understand the employees views on the 360 appraisal system prevalent in the organization from the following perspectives, understanding of the 360 degree feedback system, views on the 360 degree feedback system prevalent in the organization, perceived merits of the 360 degree feedback system, perceived de merits of the 360 degree feedback system. A study on Organizational Climate vis-à-vis organizations, *Souvik (2005),* developed a scale to measure performance appraisal climate (PAC). Overall organizational climate had a direct bearing on the present utility of performance appraisal. Majority of the extension personnel perceived existing PAC and organizational climate as below average or poor. Out of twelve PAC dimensions, nine dimensions were found to be significantly related to overall organizational climate of State Department of Agriculture while seven dimensions were significantly related to overall organizational climate of the Non Government Organizations (NGOs). The PAC dimensions namely participation, performance standards, superior-subordinate relationship and employee acceptance together constituted more that 50% of total variation in overall organizational climate.

Kailash, Sunita & Prasad, evaluated training effectiveness and customer satisfaction in Tata Steel and the results revealed that organizations must pay attention to the functioning of in-house training establishment in order to make them more effective so that the organizational as well as individual objectives are fulfilled. The results showed a decline in the satisfaction level of participants and their immediate supervisors. Training effectiveness and transfer of learning on the job, was also moderate. Training had its impact to improve performance but participants felt that training was not related to career advancements. *Singh & Joe (2002)* undertook a study to assess how private club managers perceived the relative effectiveness of alternative training methods to attain specific types of training objectives. It indicated that one to one training was the preferred method to attain all objectives except interpersonal skill and development. Executive training and development was studied by *Savita (2002).* A study on training motivation and participation *Patil & Meenakshi (2005)* was conducted to identify factors that influenced the training participation of employees. Training as an effective HRD technique in banking sector-an opinion survey by *Raju (2005),* was conducted on the various aspects of training visa Management attitude, selection process, quality of training, impact on individuals, impact on productivity and post training assessment in different categories of banks in Coimbatore.

Sample study organizations.

Fortis, Chandigarh is taken as the sample study organization as it has branches spread throughout India.

Fortis, Mohali, Chandigarh. 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. 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 was the first facility set up towards achieving the dream of the late Dr. Parvinder Singh, Chairman and Managing Director of Ranbaxy Laboratories Ltd. Set on a sprawling 8.22 acres; it is the largest cardiac care hospital in the region. 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. Bringing breakthrough technologies to the operating room, the hospital is setting the highest international standards in as many as 26 medical specialties. All efforts of the hospital are geared to giving patients the highest degree of skill, world-class cardiac care and comfort.

Objectives of the present study

1) To examine the prevailing HRD Mechanisms in the sample study organization.
2) To examine the perception of junior, middle and senior level staff towards HRD mechanisms.
3) To provide conclusions.

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

a) HRD Mechanisms in the sample study organization is satisfactory.
b) There lies no difference in the perception of junior, middle and senior level 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. 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 the hospital, covering doctors, engineers, administrator, nurses and other supportive staff.

Data analysis and interpretation

Existing status of HRD Mechanisms in Fortis.

Table 1 reveals that HRD mechanisms have a total mean score of (M.S=3.50, 62.53%) for Fortis Chandigarh depicting a satisfactory environment for HRD Mechanisms in the hospital. 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=3.86, SD=1.12, 71.5%) for Fortis. Some statements score the least score in the hospital, though above average. 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 clear from table 1 that none of the statement scores a value of <50 for Fortis. This result depicts that this hospital focuses more on HRD Mechanisms.

St. No	Statements	Fortis N=70		
		MS	SD	%age
1	When an employee in the health care sector does good work his supervising officers take special care to appreciate it.	3.4	1.15	61
2	Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favouritism.	3.2	1.18	55
3	Weaknesses of employees in this organization are communicated to them in a non threatening way.	3.4	0.80	60.2
4	When behaviour feedback is given to employees in health care sector, they take it seriously and use it for development	3.5	1.07	63.2
5	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	3.5	1.07	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.	3.8	1.12	71.5
7	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.4	1.28	62.2
8	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.5	1.20	63.5
TOTAL		3.50 62.5%		

Table 1:- Existing status of HRD Mechanisms in Fortis.

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

Figure 1:- Existing status of HRD Mechanisms in Fortis
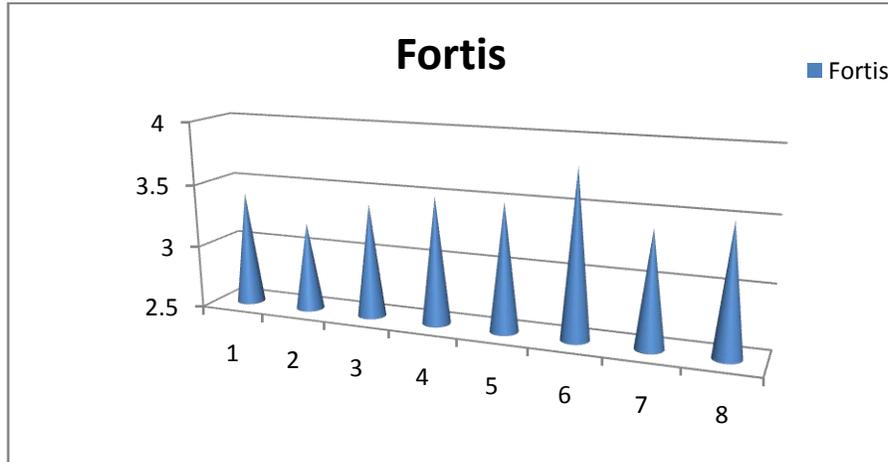
**Existing HRD Mechanisms in Fortis using Z Values**

Total mean value of 3.4 is scored for the dimension of PAS and a mean of 3.6 for T&D which falls above the satisfactory level. However the P Values obtained (P=0.00) show that HRD mechanisms are not significant at 0.05 level of significance. It can be concluded that Ha "HRD mechanisms in the sample study organizations is not satisfactory" is accepted.

Table 2:- Existing HRD Mechanisms in Fortis, using Z Values.

Dimension	Fortis (N. 70)			
	M.S	**S.D**	**Z Value**	**P Value**
PAS	3.4	0.8	4.2	0.00*
T&D	3.6	1.0	4.9	0.00*

Notes: - *Value < 0.05- Ha is accepted.

Figure 2:- Existing HRD Mechanisms in Fortis, using Z Values
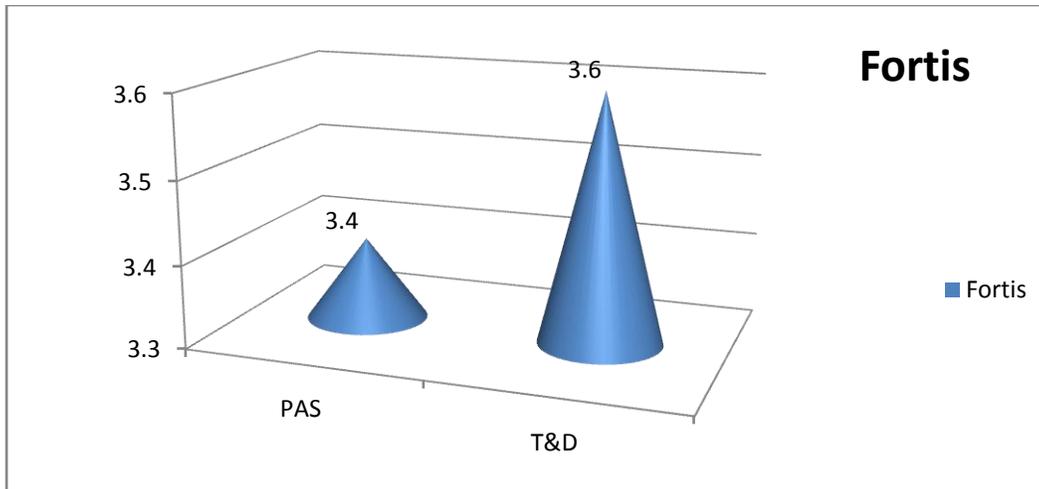
Perception of junior, middle and senior level staff towards HRD mechanisms

Table 3 reveals that the total mean for the perception of junior level staff towards HRD mechanisms is (M.S=3.4), for middle level staff the total mean (M.S=3.3) is scored and the total mean for the senior level staff is (M.S=3.7) revealing an above satisfactory perception for all the levels. 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=3.7) for junior and middle level staff. And the same statement scores a mean (M.S= 4.1) for senior level staff. Statement 7, *"Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt"* scores the same mean (M.S= 4.1) for senior level staff.

It is observed that all the statements score a mean value >50, depicting a satisfactory perception of all levels for the environment of HRD Mechanisms. The junior level staff doesn't seem to be satisfied with statement 2, i.e. *"Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favouritism".*

Table 3:- Perception of junior, middle and senior level staff towards HRD mechanisms.

St. No	Statements	Junior Level staff N. 32		Middle Level Staff N. 21		Senior Level Staff N. 32	
		MS	SD	MS	SD	MS	SD
1	When an employee in the health care sector does good work his supervising officers take special care to appreciate it.	3.4	1.1	3.3	1.2	3.5	1.1
2	Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism.	2.9	1.1	3.2	1.0	3.5	1.3
3	Weaknesses of employees in this organization are communicated to them in a non threatening way.	3.7	0.8	4.4	0.7	3.5	0.7
4	When behaviour feedback is given to employees in health care sector, they take it seriously and use it for development	3.6	0.9	3.2	1.1	3.6	1.1
5	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	3.6	0.8	3.1	1.1	3.8	1.1
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	3.7	1.2	4.1	0.8
7	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.1	1.4	3.4	1.1	4.1	0.9
8	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.5	1.2	3.4	1.1	3.7	1.1
	TOTAL	**3.4**		**3.3**		**3.7**	

Figure 3:- Perception of junior, middle and senior level staff towards HRD mechanisms.
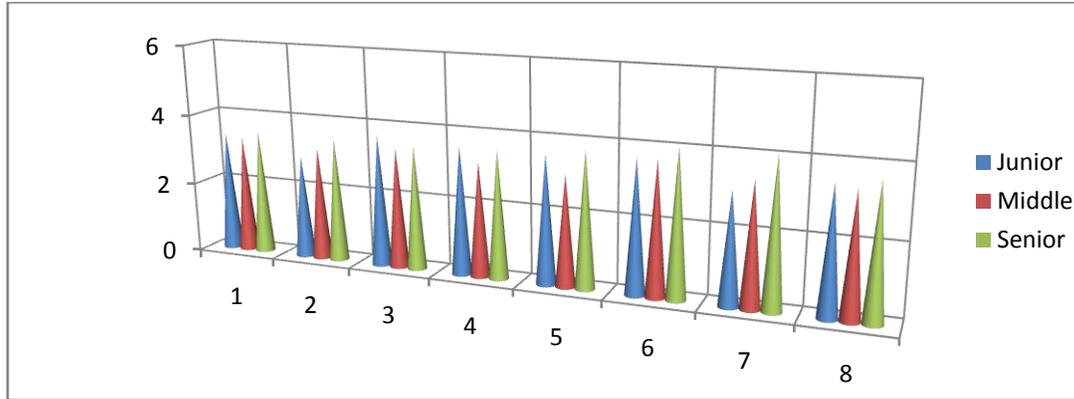
Perception of junior, middle and senior level staff towards HRD mechanisms with Z Values.

Z test shows that all the hierarchy levels perceive HRD mechanisms to be above satisfactory. A total mean of (M.S=3.4) is scored by junior level staff, with M.S= 3.4 and M.S=3.5 for PAS and T&D respectively. A total mean of (M.S=3.3) is scored by middle level staff, with M.S= 3.2 and M.S=3.5 for PAS and T&D respectively. For the senior level staff a total mean of (M.S= 3.8) is scored with a M.S=3.6 and M.S=4 for PAS and T&D. The results show that the senior level staff is most satisfied with HRD mechanisms followed by junior level, while as the middle level staff stands at the least position with respect to their perception.

HRD mechanisms for junior and senior level staff obtain a P Value<0.05, hence result for these two levels is not significant at 0.05 level of significance so Ha, i.e. "there lies difference in the perception of junior and senior level staff towards HRD Mechanisms is accepted. For PAS, middle level staff scores a P value >0.05 so for this dimension Ho, i.e. "there lies no difference in the perception of junior, middle and senior level staff towards HRD Mechanisms.

Table4:- Perception of junior, middle and senior level staff towards HRD mechanisms with Z Values.

Dimension	Junior Level staff (N. 32)				Middle Level staff (N. 21)				Senior Level staff (N. 17)			
	M.S	S.D	Z value	P value	M.S	S.D	Z value	P Value	M.S	S.D	Z value	P value
PAS	3.4	0.6	3.5	**0.00***	3.2	0.9	1.4	**0.17****	3.6	1.0	2.6	**0.01***
T&D	3.5	1.1	2.4	**0.02***	3.5	1.0	2.3	**0.03***	4.0	0.82	4.9	**0.00***

Notes: - P value>0.05= results are significant. ** Ho is accepted at 5% level of significance. *Ha is accepted.

Figure 4:- Perception of junior, middle and senior level staff towards HRD mechanisms with Z Values.
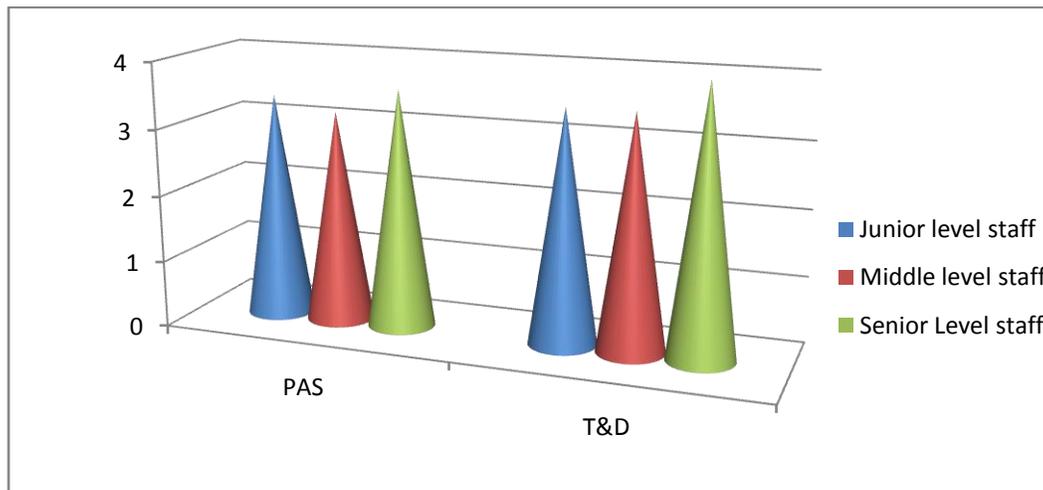
Conclusion

1) Fortis depicts a satisfactory environment for HRD Mechanisms.

2) When employees in Fortis are sponsored for training, they take it seriously and try to learn from the programs they attend.

3) Performance Appraisal reports in Fortis are not based on objective assessment and adequate information but on favouritism.

4) Findings reveal an above satisfactory perception for junior, middle and senior level staff towards HRD mechanisms.

5) All the levels of hierarchy believe that when they are sponsored for training, they take it seriously and try to learn from the programs they attend.

6) Senior level staff perceive that employees in this Fortis when returning from training programs are given opportunities to tryout what they have learnt.

7) The results show that the senior level staff is most satisfied with HRD mechanisms followed by junior level, while as the middle level staff stands at the least position with respect to their perception.

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