



HRD MECHANISMS: AN EMPIRICAL COMPARISON AMONG HOSPITALS IN J&K.

Qurrat A Hamdani

University of Kashmir

ABSTRACT

Development of human resource in present scenario involves huge investments on the part of organizations. So the development should be considered keeping in view the need for the same. Emerging trends in the market and forecasting manpower requirement at different levels in the organization demands development of HR. Various mechanisms are used by the organizations for development of their human resource, be it on a large or small scale. Research on HRD mechanisms at national and international level, particularly in health care sector is limited. Taking into consideration the limited study on health care sector, the present study was undertaken on two hospitals SKIMS & Fortis Chandigarh 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 SKIMS and Fortis was above satisfactory. Both the genders were of the common opinion about the HRD mechanisms in the health care sector.

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

INTRODUCTION

HRD is concerned with the development of human resource in the organizations. Development involves various mechanisms which do not function in isolation, they in collaboration with each other give strength and meaning to the organization. Of the various

mechanisms Performance Appraisal System (PAS) and Training and Development (T&D) are counted as one among them. Staff in health care sector belongs to different cadres i.e. managerial, non managerial, medical and Para medical. Separate mechanisms are designed for white collar employees and separate for operatives.

HRD Climate involves certain mechanisms of which performance appraisal system is counted as one of the important one. It doesn't mean only quantifying but also comparing to a reference. Its purpose is not univocal. It is a sort of primary process: it can be considered as a basic element of larger and different processes like: internal performance evaluation, external performance assessment and performance management

So the aims of performance measurement could be quite different. In the past it has been a topic that has received growing attention in the public sector. To encourage a performance-driven culture, a lot of public organizations have adopted a performance measurement system to measure, assess, report their performance and compare it with the performance of other organizations. The purpose of measuring is to help people, accountable for performance, to make the right decisions within the period of time used as the reference. Both in the private and public Sector, using performance measurement just for evaluation is one of the main barriers that people need to overcome if the organization wants to move from measurement set to judge to measurement consciously adopted to support decision making process? Performance evaluation is important but it does not tell us the true and complete story. It consists of the use of incentives (educational opportunities, promotion, extra resources for the best health centre, support for innovative projects, new remuneration policies) and formal monitoring of waiting lists, complaints books and expenditure statements.

Training is important for every individual to perform his job effectively. It is a noble profession because it helps the trainee to do his job better than before. The word training has been derived from the word 'Train', which is a symbol of continuously running from one station to the other having halts at different stations. A training program consists of different components, similar to the train which is also consisted of different compartments. It is a process of practicing different learning again and again. Then and only then a person, who has attended a training course, can do his new job properly and effectively (Gupta & Singhal 2006). It is a means to bring about continuous improvement in the quality of work performed by an individual. It equips an individual with necessary knowledge, skills, abilities and

attitudes to perform his job efficiently. It is a planned and systematically organized effort to increase and update knowledge, improve skill, inculcate attitude and enhance capabilities and capacities of individuals so that they continuously strive to become more productive, effective and meaningful in their pursuits (Gupta & Singhal 2006). Training remains as the most powerful motivating factor for human system. It is vital for sustenance and self-renewal of any organized activity. It is a learning process whereby people acquire skills, concepts, attitudes or knowledge to aid in the achievement of goals. The success of an enterprise depends to a large extent on the talent of its managerial personnel. Managers are key people in any business because the way in which they use resources in their sections, departments, or the company directly affects the efficiency of the organization.

REVIEW OF RELATED LITERATURE

A cognitive analysis on moderators of sex bias in the performance appraisal process was conducted by *Tina & Angelo (1993)*. The study was designed to analyze both processing characteristics and situational moderators which operate to influence sex bias in performance evaluations. More specifically, this research was designed to address the influence of rate sex on the recall and the ratings assigned in performance appraisal. An attempt was made to determine which, or if both, recall and rating stages in the process were susceptible to an influence of rate sex. An additional purpose of this study was to identify the situational factors which acted to moderate the influence of rate sex in performance evaluation. This study provided findings which enhanced the understanding of how sex bias operated to influence performance evaluations. These results identified contrasting levels of sex bias susceptibility among different points in the appraisal process. These findings suggested that raters were able to remember performance incidents without the interference of sex bias. Hence, processes preceding recall such as observation and encoding may not be subject to sex bias. These findings suggested that sex incongruence did play a role in the sex bias process, however not in the way that was predicted. The results of this study suggested that sex bias in evaluations was eliminated once the gender of the sex-incongruent rate was unique. These findings suggested that cognitive as opposed to motivational reasons might underlie sex bias in evaluations.

Impact of training programs in HRD activities, a study by *Chimum (2011)*, revealed that the employees were aware of the training facilities offered by the company. It also explained that training had impact on workers attitude, which meant that employees felt to

work for the benefit of the organization if they found training for their benefit. *Subhash & Ravi(2008)*, identified training and development needs, a study of Indian and multinational companies and the results revealed that the multinational executives seemed to have higher training and development satisfaction comparatively more than national enterprises in identification of training needs. Surprisingly, the same trend maintained by the individual groups i.e. Indian and multinationals with the three top variables i.e. knowledge, skill and attitude for identification of training needs. *Krishnaveni & Sripirabaa (2008)*, studied whether partnering and financial support had impact on alignment of training and development with strategic goals and the result revealed that there was a positive impact on alignment and on training and development function. A study of KVK trainers in training management by *Birendra (2008)* concluded that there was need for trainers training in the areas of training management.

SAMPLE ORGANIZATIONS AT A GLANCE

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

Sher-i-Kashmir Institute of Medical Sciences Srinagar. Sher-i-Kashmir Institute of Medical Sciences is a post graduate Institute for training, research and patient care. With this objective, various committees appointed by the Government of Jammu and Kashmir identified the specialties in which postgraduate and post doctoral courses would be undertaken. By an act of Legislature on 19th August 1983, Institute of Medical Sciences was granted a deemed University status. Sher-i-Kashmir Institute of Medical Sciences was conceived with the objectives: To provide facilities of specialized medical care and particularly develop super specialties that would provide tertiary health-care. To provide need oriented education in medical sciences and clinical research. To develop a referral linkage between the primary, secondary and tertiary health-care Institutions of the State to achieve an optimum health delivery system.

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

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OBJECTIVES OF THE PRESENT STUDY

- 1) to study the existing HRD Mechanisms in the sample study organizations,
- 2) to examine the perceptual difference in the opinion of male and female 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 both genders towards HRD mechanisms in the two hospitals.

RESEARCH APPROACH AND DESIGN

The tool used for obtaining the information was a ‘Structured Non Disguised Questionnaire’, a questionnaire was designed keeping in view both major and minor objectives of study. A close format questionnaire was used. Closed format questions offer many advantages in time and money. 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 employees from Medical, Administrative, Supportive and Technical cadres in the sample selected organizations. A sample of 100-125 was targeted from each organization covering -**Doctors** including HOD’s, Professors, Associate Professors, Asst Professors, Lecturers-**Officers** including Administrative Section ,Materials Management, Library etc-**Engineers** including Civil, Electric, Mechanic, Architect-**Nurses** covering Superintendents, Nursing aids-**Others**

covering Operators, Attendants, Technicians, Technologists, Drivers, Gardeners and other fourth class employees. Thus the total sample for the study was 200-250.

DATA ANALYSIS AND INTERPRETATION

HRD mechanisms in the sample study organizations

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. It is found that the overall environment for SKIMS falls in the score of 3.1 and that of Fortis falls in 3.4. Statement 8 i.e. *“Employees are sponsored for training programs on the basis of genuine training needs in health care sector”* and 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 3.6 for SKIMS. Again statement 6 scores the highest mean score of 3.8 for Fortis.

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 2.7 for SKIMS and statement 2 *“Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism”* scores the minimum mean of 3.2 for Fortis.

Maximum statements except 1, 3 and 5 score a mean of >3 for SKIMS showing a good environment for HRD mechanisms, while as all the statements for Fortis score a mean > 3.

St. No	Statements	SKIMS (No. 106)			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.	2.7	1.3	42.5	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	1.2	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	1.0	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.	2.8	1.2	45	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	3.6	1.1	65	3.8	1.1	70

	programs they attend.						
7	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.3	1.0	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.	3.6	1.0	65	3.5	1.2	62.5
TOTAL		3.1	1.1	52.5	3.4	1.0	60

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

TABLE I: HRD MECHANISMS IN THE SAMPLE STUDY ORGANIZATIONS.

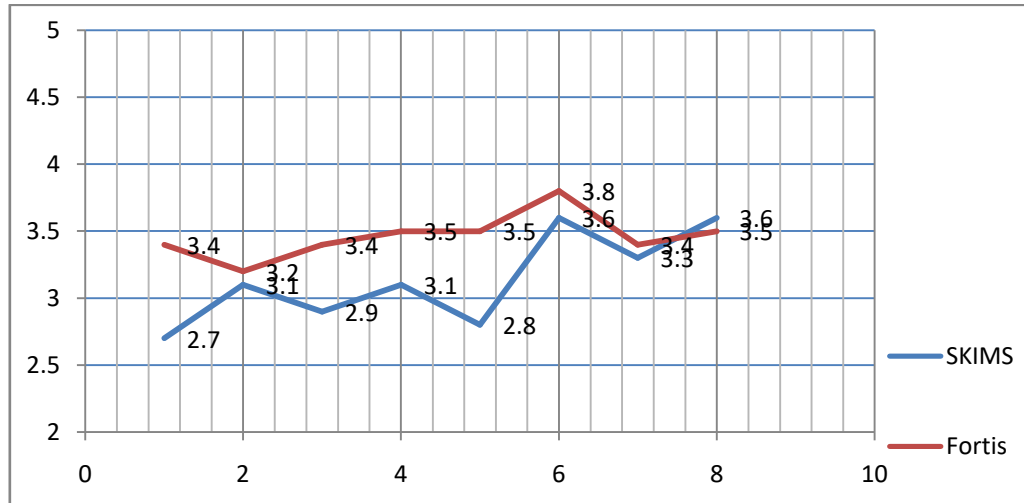


FIGURE I: HRD MECHANISMS IN THE SAMPLE STUD ORGANIZATIONS.

HRD MECHANISMS IN THE SAMPLE STUDY ORGANIZATIONS USING Z VALUES.

Using Z test for evaluating the significance level, it is inferred from table II that PAS in SKIMS falls under satisfactory level and for T&D it falls above satisfactory level. The mean for the dimension of PAS & T&D >3 for Fortis. T values for PAS (T value=0.00) <0.05 and T&D (T value=0.55) falls > 0.05. Ho is accepted for T&D and Ha is accepted for PAS.

Dimensions	SKIMS (No. 106)		Fortis (No. 70)		M.S diff	T value	P Value
	M.S	S.D	M.S	S.D			
Performance Appraisal	2.9	0.8	3.4	0.8	-0.5	-3.4	0.00* *
Training & Development	3.5	0.8	3.6	1.0	-0.1	-0.5	0.55*

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

TABLE II: HRD MECHANISMS IN THE SAMPLE STUDY ORGANIZATIONS WITH Z VALUES.

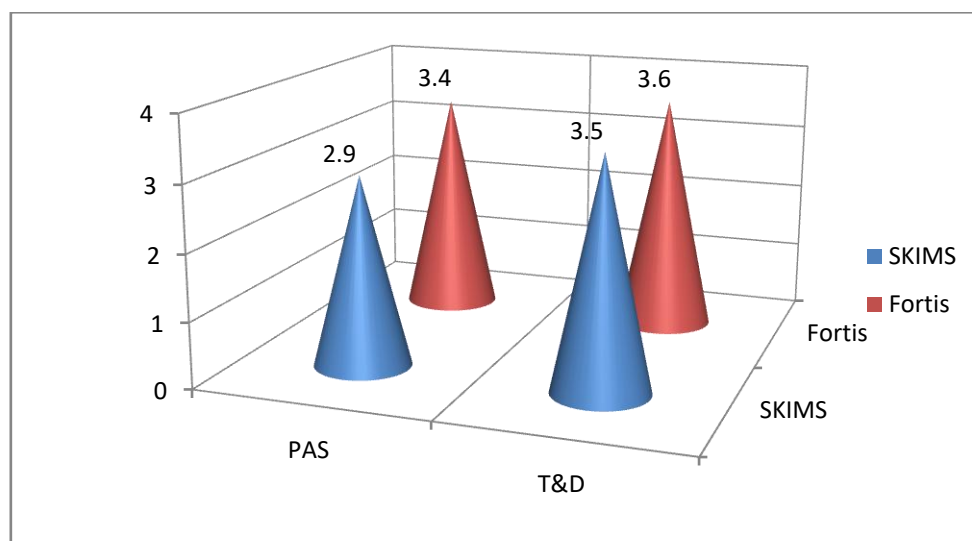


FIGURE II: HRD MECHANISMS IN SAMPLE STUDY ORGANIZATIONS WITH T VALUES

PERCEPTION OF MALE AND FEMALE STAFF TOWARDS HRD MECHANISMS.

Table III, represents the HRD Mechanisms, with respect to both genders in the sample study organizations. The table represents that the perception of both genders towards HRD Mechanisms, falls above satisfactory range of scale. The overall mean values for both the genders is >3 as revealed from table III. The male staff scores less value than the female staff. Male staff scores the highest mean score of 3.6 for statement 8 i.e. *“Employees are sponsored for training programs on the basis of genuine training needs in health care sector”* and the female staff scores the highest score of 3.8 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 2.9 was scored by male staff 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 female staff 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”*, statement 2 *“Performance Appraisal reports in*

this organization are based on objective assessment and adequate information and not on favoritism” and statement 3 “Weaknesses of employees in this organization are communicated to them in a non threatening way”.

St. No	Male staff No. 66			Female staff No. 110		
	M.S	S.D	%age	M.S	S.D	%age
1	2.9	1.3	47.5	3.1	1.2	52.5
2	3.2	1.2	55	3.1	1.1	52.5
3	3.0	1.1	50	3.1	0.9	52.5
4	3.0	1.1	50	3.4	1.1	60
5	2.9	1.2	47.5	3.2	1.2	55
6	3.5	1.2	62.5	3.8	1.0	70
7	3.3	1.2	57.5	3.4	1.1	60
8	3.6	1.1	65	3.6	1.0	65
Total	3.1	1.1	52.5	3.3	1.0	57.5

TABLE III: PERCEPTION OF MALE AND FEMALE STAFF TOWARDS HRD MECHANISMS.

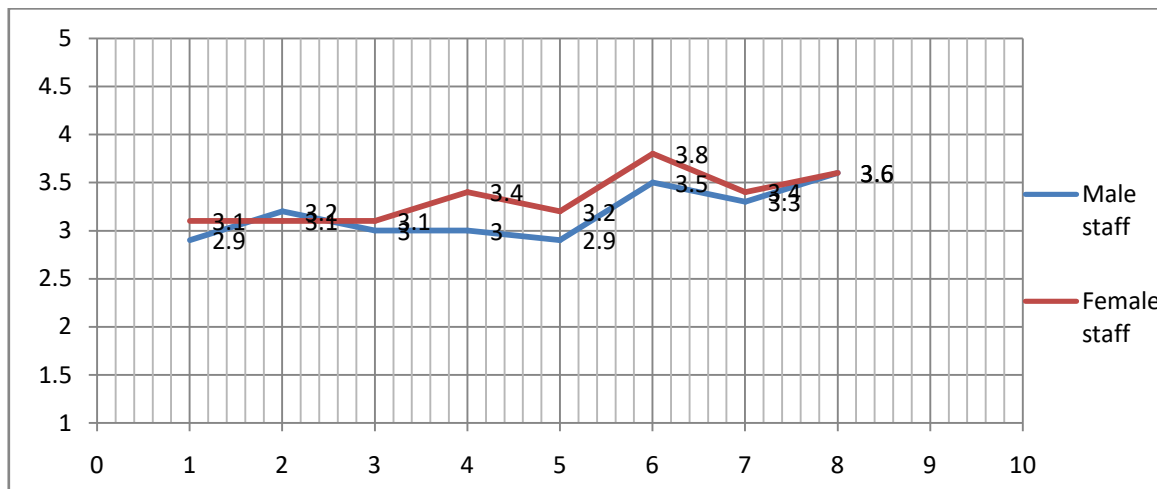


FIGURE III: PERCEPTION OF MALE AND FEMALE STAFF TOWARDS HRD MECHANISMS.

PERCEPTION OF BOTH GENDERS TOWARDS HRD MECHANISMS WITH Z VALUES.

Using Z test for evaluating the significance level, it was inferred from table IV that the mean for both genders for HRD Mechanisms >3 with the P value >0.05. Thus it can be inferred that there is no significant difference in the perception of both genders, hence Ho that “there is no perceptual difference in the opinion of both genders towards HRD Mechanisms” is accepted.

Dimension	Male staff No 66		Female staff No 110		M.S diff	Z value	P Value
	M.S	S.D	M.S	S.D			
	Performance Appraisal System	3.0	0.9	3.2			
Training & Development	3.5	0.9	3.6	0.8	0.8	-0.8	0.3*

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

TABLE IV: PERCEPTION OF BOTH GENDERS TOWARDS HRD MECHANISM WITH Z VALUES.

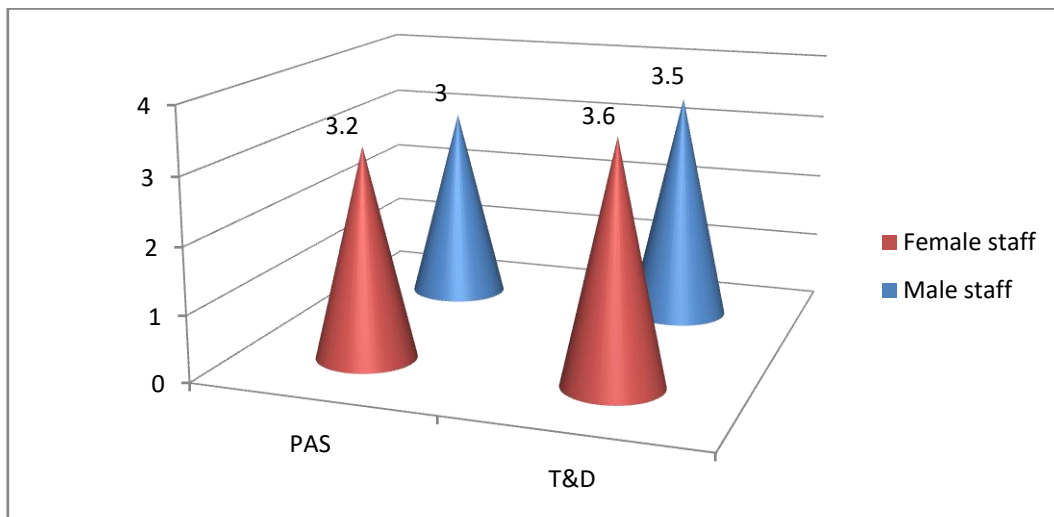


FIGURE IV: PERCEPTION OF BOTH GENDERS TOWARDS HRD MECHANISM WITH Z VALUES.

CONCLUSIONS AND SUGGESTIONS

It can be concluded from the findings that HRD Mechanisms in SKIMS and Fortis 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 both mechanisms in the two organizations.
- Training is imparted only after assessing the need for it in SKIMS.
- Training is taken seriously by the employees of health sector and they try to learn from the training imparted to them.
- When an employee in SKIMS does good work, his supervising officers do not take special care to appreciate it.
- Performance Appraisal reports in Fortis are not based on objective assessment and adequate information but on favoritism.
- Both the genders show an above satisfactory environment for HRD mechanisms.
- The male staff believes that employees are sponsored for training on the basis of genuine training needs.
- Female staff believes that when the employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.
- Both the genders are of the opinion that when an employee in the health care sector does good work his supervising officers do not take special care to appreciate it.
- Male staff opines that employees do not take pains to find out their strengths weaknesses from their officers and colleagues.
- For the female staff, Performance Appraisal reports are not based on objective assessment and adequate information but on favoritism.
- Weaknesses of employees are communicated to them in a threatening way, believes the female staff.

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