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## Enhancing developmental climate in health care sector: An empirical comparison

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### Abstract

Humans in the organizations are given a status of important resources in comparison to all the material resources. Managing this resource is very important and tedious because of the emotions and feelings associated with it. Globalization dominates the competitive horizon and entails new markets, new products, new mindsets, new competencies and new ways of thinking about business. Research reveals a limited study on the health care sector. The research on hospitals so far has been on a very micro level. The research has covered only few hospitals. No research so far has been conducted exclusively on hospitals, within and outside the state of J&K on comparative basis. The present study was undertaken in hospitals in J&K, with SKIMS and GMC Jammu as the focus of study.

**Keywords:** HRD Climate, Human Resource, Human Resource Development

### Introduction

Public health systems require effective human resource management for quality health system performance *Buchan J (2004)*. How well providers deliver services to patients depends on the processes that define, deploy and organize the workforce *Dussault G, Dubois CA (2003)*. In any sector, the workforce must be motivated, well-staffed and appropriately skilled to do their job well *Buchan J (2004)*. This is particularly true for the health sector. Despite the importance of human resources to health care services, the health sector reform that took place in the 1990s failed to adequately address human resource issues. Instead, reforms focused on areas such as cost-effectiveness, decentralization, privatization and reducing the role of government provision and financing of health care *The World Bank: World Development Report (1993)*.

Globalization dominates the competitive horizon and entails new markets, new products, new mindsets, new competencies and new ways of thinking about business. A major challenge for any organization in this era of international competition seems to be 'survival and sustainability amidst cut-throat competition. It is increasingly argued that the organizations, best able to meet the challenges will be those that can acquire and utilize valuable, scarce and inimitable resources (Barney, 1995). Human resources can fall into this category, particularly, if they are effectively deployed through appropriate human resource practices and management of organizational culture (Barney and Wright, 1998). Human resources being one of the important factors of production, HRD is needed to develop competencies of individual employees through its various interventions. But with the initiation of the process of globalization and opening up of Indian economy there have suddenly been major changes in the prima donna status of the public enterprises. They are now reeling under the threats of privatization. The persistence losses and inefficient working have forced the government to rethink about the revival of or to say goodbye to sick units. This trend is prevailing not only in India but the world over. In this context, the public enterprises have to cope up with the emerging environment. They must run fast. They must shed the stigma of being inefficient and being burden on the national exchequer.

### Review of Literature

A study on Human resource development and antiretroviral treatment in Free State province, South Africa by *Dingie, Francois, Helen and Loffstadt* revealed weak administrative links between the Centres of Public Health (CPH) and Primary Health Care (PHC) health

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facilities. A common concern among all respondents was the extremely inadequate salary. Managers cited lack of authority and poor knowledge and skills in human resource management. Lack of resources and infrastructure were identified as major barriers to improving immunization. The study found that the National Immunization Program in Georgia was characterized by weak organizational structure and processes and a lack of knowledge and skills in management and supervision, especially at peripheral levels. The development of the skills and processes of a well-managed workforce may help improve immunization rates, facilitate successful implementation of remaining health care reforms and is an overall, wise investment. However, reforms at strategic policy levels and across sectors will be necessary to address the systemic financial and health system constraints impeding the performance of the immunization program and the health care system as a whole.

A study on HRD climate and organizational performance with focus on Job satisfaction as a correlate: exploratory analysis by *Ajay and Nirmal* attempted to analyze and determine the relationship and impact of HRD Climate on Job Satisfaction as an OP measure in selected public sector organization. The study was based on the responses sought from 71 junior and middle level executives from various departments of a public sector undertaking (HMT Ltd.). The findings indicated that HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance.

#### Sample Organizations at a Glance

The sample organizations include; 1) SKIMS, Soura Srinagar, 2) GMC Jammu. The brief description of the sample selected organizations is given as under:-

Sher-i-Kashmir Institute of Medical Sciences Srinagar. The Institute was partially commissioned on 5th December 1982. Sher-i-Kashmir Institute of Medical Sciences is a post graduate Institute for training, research and patient care. By an act of Legislature on 19th August 1983, Institute of Medical Sciences was granted a deemed University status. The State Government under the 5th and 6th plan grants earmarked for the Institute, as the planning commission approved of it as a plan project, provided the funds for construction and equipping the Institute.

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.

#### Objective of the Present Study

- 1) to study the existing HRD Climate in the health care sector i.e.(a) SKIMS, Srinagar (b) GMC, Jammu and
- 2) to draw conclusion and provide suggestions to the sample study organizations.

#### Hypothesis

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

- 1) HRD Climate in the hospitals is satisfactory.

#### 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. 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 225.

#### Data Analysis and Interpretation

##### Existing HRD Climate in the sample selected organizations.

Table I shows the existing HRD Climate in SKIMS and GMC Jammu. The overall mean score of SKIMS is 2.9 while as the mean score for GMC is 3.0 which is comparatively greater than that of SKIMS. Table I shows that SKIMS recorded highest mean values of 3.6 against statements 24 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"* and statement 26 i.e. *"Employees are sponsored for training programs on the basis of genuine training needs in health care sector"*. On the other hand GMC, recorded the highest mean values of 3.5 against statements 24. The table also reflects that SKIMS scores the lowest mean value of 2.4 against statement No 30 i.e. *"Employees in health care sector are encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors"*. GMC scored the lowest mean of 2.7 for statement 5 i.e. *"The top management in health care sector is willing to invest a considerable part of their time and other resources to ensure the development of employees."*

**Table 1:** Existing HRD Climate in the sample selected organizations.

St. No	Statements	SKIMS (No. 105)		GMC (No. 100)	
		M.S	S.D	M.S	S.D
1	The top management in health care sector goes out of its way to make sure that employees enjoy their work.	2.5	1.1	2.9	1.1
2	The top management on this organization believes the human resources are an extremely important resource and that they have to be treated more humanly.	3.3	1.2	3.1	1.1
3	Development of the subordinates is seen as an important part of their job by the managers/officers in health care sector.	3.0	1.2	2.9	1.1
4	The personnel policies in this organization facilitate employee development.	3.0	1.1	2.8	1.0

5	The top management in health care sector is willing to invest a considerable part of their time and other resources to ensure the development of employees.	2.5	0.9	2.7	1.1
6	Senior officers/executives in this organization take active interest in their juniors and help them to learn their job.	2.9	1.1	3.1	1.1
7	People in the health care sector lacking confidence in doing their job are helped to acquire competence rather than being left unattended.	2.8	1.1	2.9	1.1
8	Managers in this organization believe that employee's behavior can be changed and people can be developed at any stage of their life.	2.7	1.0	3.0	1.1
9	People in this organization are helpful to each other.	3.2	1.2	3.4	1.1
10	Employees in the health care sector are very informal and do not hesitate to discuss their personal problems with their supervisors.	2.9	1.0	3.2	1.1
11	The psychological climate of the health care sector is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.	2.9	1.3	3.0	1.1
12	Seniors guide their juniors and prepare them for future responsibilities/roles that they are likely to take up.	3.2	1.2	3.4	1.2
13	The top management in the health care sector makes efforts to identify and utilize the potential of employees.	3.0	1.3	3.1	1.1
14	Promotion decisions in this organization are based on the suitability of the promotee rather than on favoritism.	3.0	1.3	2.9	1.3
15	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	2.5	1.3	2.8	1.2
16	When an employee in the health care sector does good work his supervising officers take special care to appreciate it.	2.7	1.2	3.0	1.2
17	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
18	People in health care sector do not have any fixed mental impressions about each other.	3.0	1.2	3.2	1.0
19	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	2.8	1.1	2.9	1.2
20	When an employee in health care sector makes a mistake, his supervisors treat him with understanding and help him to learn from such mistakes rather than punish him or discourage him	2.9	1.0	3.1	1.1
21	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.9	1.1	3.0	1.1
22	When behaviour feedback is given to employees in health care sector, they take it seriously and use it for development	3.1	1.2	3.2	1.0
23	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	2.8	1.2	3.2	1.0
24	When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.	3.6	1.1	3.5	1.2
25	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.3	1.0	3.2	1.1
26	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.6	1.0	3.2	1.0
27	People trust each other in this organization.	2.9	1.1	3.1	1.1
28	Employees in health care sector are not afraid to discuss or express their feelings with their supervisors.	3.1	1.1	3.3	1.1
29	Employees in health care sector are not afraid to discuss or express their feelings with their subordinates.	3.0	1.1	3.4	1.1
30	Employees in health care sector are encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors.	2.4	1.2	2.8	1.1
31	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization.	2.5	1.1	3.0	1.0
32	When seniors in health care sector delegate authority to juniors use it as an opportunity for development.	3.2	0.9	3.3	1.0
33	Team spirit is of high order in this organization.	3.3	1.2	3.2	1.1
34	When problems arise in health care sector, people discuss these problems openly and try to solve them rather than keep accusing each other behind their backs.	2.8	1.1	3.1	1.2
35	Career opportunities are pointed out by juniors to senior officers in this organization.	2.8	1.2	3.1	1.0

36	The health care sector’s future plans are made known to the managerial staff to help them to develop their juniors and prepare them for future.	2.9	1.0	3.2	1.0
37	This organization ensures employee’s welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	2.5	1.1	3.0	1.0
38	Job rotation in health care sector facilitates employee development.	3.5	1.2	3.3	1.2
<b>TOTAL</b>		<b>2.9</b>	<b>1.1</b>	<b>3.0</b>	<b>1.0</b>

- 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.

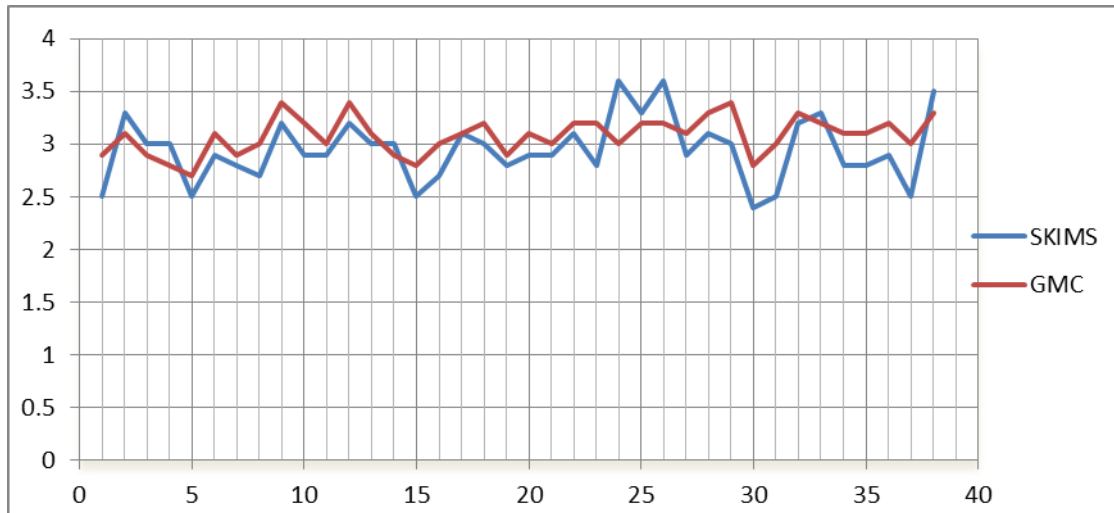


Fig 1: Existing HRD Climate in sample study organizations

**Existing HRD Climate in sample study organizations with Z values.**

To test the level of significance, Z test was conducted and it is concluded from table II, that the mean for SKIMS for the dimensions of General Climate and OCTAPACE Culture is <3 while as for HRD Mechanisms is >3. For GMC Jammu a mean of > 3 is scored for all the dimensions of HRD

Climate. The P value for General Climate (P value= 0.08) and HRD Mechanisms (P value=0.64) > 0.05 hence Ho i.e. HRD climate in health care sector is satisfactory is accepted for these two dimensions. While as for OCTAPACE Culture (P value=0.02) <0.05 thus Ha is accepted for this dimension.

Table 2: Status of HRD Climate in the sample study organizations with Z values

Dimensions	SKIMS (No. 105)		GMC (No. 100)		Z value	P Value
	M.S	S.D	M.S	S.D		
General Climate	2.9	0.7	3.1	0.6	-1.7	<b>0.08*</b>
OCTAPACE Culture	2.9	0.6	3.1	0.7	-2.2	<b>0.02**</b>
HRD Mechanisms	3.1	0.7	3.2	0.8	-0.4	<b>0.64*</b>

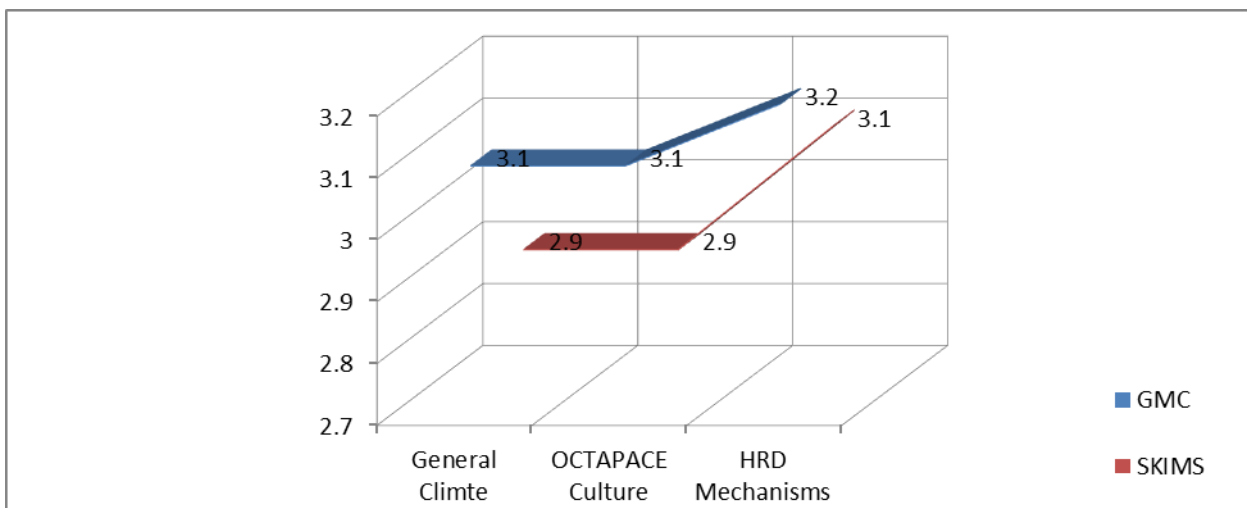


Fig 2: Existing HRD Climate in sample study organizations with Z values

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