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**RESEARCH ARTICLE**

**ENSURING BETTER HRD MECHANISMS IN SERVICE SECTOR: AN EMPIRICAL  
COMPARISON IN HOSPITALS**

**Qurrat A Hamdani and Mufeed S**

Director Business School, University of Kashmir

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**ABSTRACT**

Development of human resource is an essential and burning issue faced by the present organizations. Organizations today are concerned about the recent emerging trends in the market and simultaneously keeping their human resource updated in accordance to these trends. 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 & 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 SKIMS and GMC is above satisfactory. The senior staffs of both the organizations perceive the HRD mechanisms to be above satisfactory.

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**INTRODUCTION**

There are various mechanisms for the development of HR. Mechanisms of well designed HRD system include performance appraisal system (PAS), potential appraisal, feedback counselling, training, role analysis, career planning, job rotation, quality circles, reward systems, organization development (OD), quality of work life (QWL), succession planning. This study will cover two mechanisms i.e. Performance Appraisal System (PAS) and Training and Development (T&D), followed by a brief description of other mechanisms.

Performance appraisal is an important HRD mechanism designed and utilized for the all round development and growth of employees in the organizations; also to evaluate whether employees at various levels perform their assigned jobs as per norms. Additionally, the performance appraisal system also provides management with information that helps in identifying employees potentials giving suitable directions to administrative decisions. In the entire process of individual development in an organization, it plays a vital role. It has not to be seen to pinpoint the faults of employees but an effective instrument for helping people to grow and develop in organizational setting (Ghosh 2005). Performance appraisal mechanism is intended to maintain satisfactory level of work environment, job performance and employee development in the organization. Employee growth and satisfaction with the job, individual productivity management and overall climate in an organization are expected to be influenced by the performance appraisal system in operation. A positive approach towards performance appraisal has resulted in higher productivity. It is a critical management function in an extension organization and an effective way to improve performance of extension personnel. It can help employees to

develop skills needed to perform their jobs, which directly affects the business. Giving employees opportunities to learn and develop creates a positive work environment, which supports the business strategy by attracting talented employees as well as motivating and retaining current employees.

Organizations view training as an important function. It ensures that the organizations workforce has the knowledge and skills essential to perform their functions effectively. Further it contributes to an organization's ability to achieve its goals (Krishnaveri & Sripirabaa 2008). In recent years, companies are finding increasingly hard to escape the growing training pressure due to the rapid changes in technology, globalization and dynamic markets. It helps to increase productivity, commitment of employees and enable employees perform a flexible range of tasks. Objectives of the training programs were imparting the desired skills among the employees to achieve organizational objectives. The open markets have forced organizations to be in pace with the incessant changes in technological advancements, for which organizations resort to external trainers. Financial support is essential for training programs too. Training programs incur expenses, as money is spent for training internal trainers, hiring external trainers, productivity lost due to training programs etc (Krishnaverni & Sripirabaa 2008). It is indeed a critical need and wise investment for developing human resource (Kumar 2008). It means the planned and organized activity to impart skills, techniques and methodologies to employers and their employees to assist them in establishing and maintaining employment and a place of employment that is safe and healthful. It is one element many corporations consider when looking to advance people and offer promotions. Although many employees recognize the high value those in management place on training and

development, some employees are still reluctant to be trained. Training and development offers more than just increased knowledge. It offers the added advantage of networking and drawing from others' experiences. It is valuable to both the employee and the employer. Increased knowledge and skill makes the employee more productive in the workplace and thus more valuable (Dwirsi & Purang 2007).

## REVIEW OF RELATED LITERATURE

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 than 50% of total variation in overall organizational climate.

Assessment of management training needs of agricultural research managers by Manikandan & Anwer (2008) revealed that an analysis of the major requirements for training managers and administrators in agriculture suggested that a training program should aim at enhancing their capability to understand specific situations, to orient action, and to use effectively a problem solving approach. Training needs of Extension Specialists (ESs), Ajit & Saini(2000), concluded that the training needs of the ESs pertaining to all major areas showed be fulfilled by imparting in-service/refresher training, after every two years, particularly in the deficient items. Razia & Srinivasan (2000), carried out a research on training program for self employment-trainee perception on its impact concluded that it could serve as a stepping stone for her to start a small scale business. The training also gave them a feeling of self esteem and confidence in their innate abilities. A study on executives training philosophies, Vasu (2000), concluded that "pursuit of learning": this particular philosophy reflected the attitude that training could improve an organization by showing people how to pull together. The second philosophy was "justification" and the underlying attitude with this philosophy was that people would eventually recognize the contributions of training; they considered that trainer was like a teacher who battles against ignorance. The third dominant philosophy was "achievements integration" which reflected the attitude that organizations were changing and training teaches people how to cope with

change. The least preferred training philosophy was "escapism" which reflected the underlying attitude that there was no real future for trainers. The present study revealed that the executives strongly believed that continuous learning is vital and would help in improving their performance in organizations.

## 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) SKIMS, Srinagar & 2) GMC, Jammu.

**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.

**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 senior level 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 senior level staff 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 (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 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**

**Prevailing 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. While analysing T&D and Performance Appraisal system separately, it is found that the overall environment for both the mechanisms is satisfactory in the two organizations, with a common mean score of 3.1(52.5%). 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(65%) for SKIMS. Again statement 6 scores the highest mean score of 3.5(62.5%) for GMC Jammu.

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(42.5%) for SKIMS and 3(50%) for GMC Jammu.

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 GMC score a mean > 3.

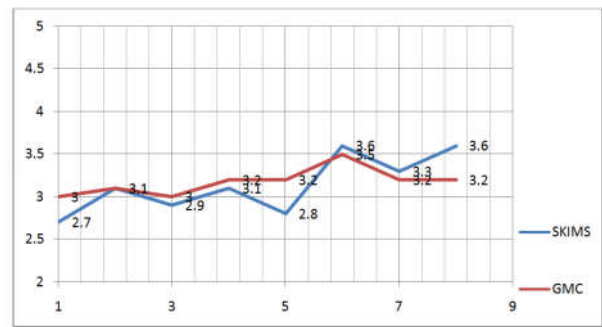


Figure I Prevailing HRD Mechanisms in the sample study organizations.

**Prevailing HRD Mechanisms in the sample study organizations using Z values**

Using Z test for evaluating the significance level, it is inferred from the 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 GMC. P values for PAS (P value=0.09) and T&D (P value=0.09) 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.

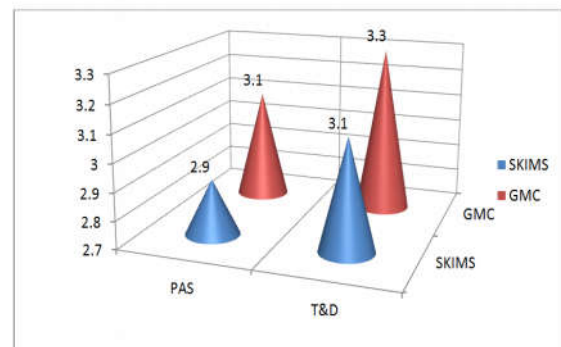


Figure II Prevailing HRD Mechanisms in sample study organizations with Z values

Table I Prevailing HRD Mechanisms in the sample study organizations

St.No	Statements	SKIMS (No. 106)			GMC (No. 100)		
		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	3.0	1.2	50
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	3.1	1.0	52.5
3	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.9	1.0	47.5	3.0	1.1	50
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	3.2	1.0	55
5	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	2.8	1.2	45	3.2	1.0	55
6	When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.	3.6	1.1	65	3.5	1.2	62.5
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	3.2	1.1	55
8	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.6	1.0	65	3.2	1.0	55
	<b>TOTAL</b>	<b>3.1</b>	<b>1.1</b>	<b>52.5</b>	<b>3.1</b>	<b>1.0</b>	<b>52.5</b>

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
4. %=percentage to mean score

**Table II** Prevailing HRD Mechanisms in the sample study organizations with Z values

Dimensions	SKIMS (No. 106)		GMC (No. 100)		M.S diff	Z value	P Value
	M.S	S.D	M.S	S.D			
Performance Appraisal	2.9	0.8	3.1	0.8	-0.2	-1.7	<b>0.09*</b>
Training & Development	3.1	0.8	3.3	0.9	-0.2	1.6	<b>0.09*</b>

Notes

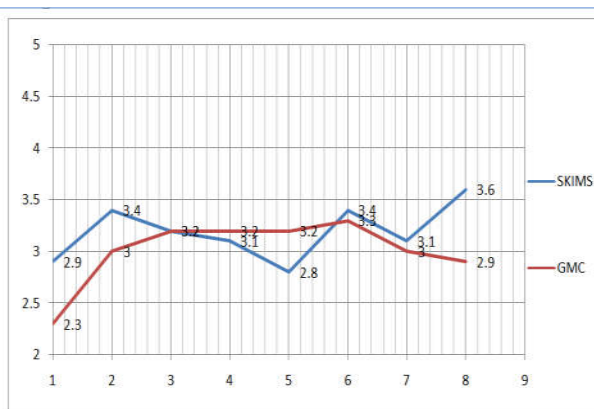
- Scoring Scale : same as in table 1
- \*Ho is accepted (p>0.05)

**Perception of senior level staff towards HRD Mechanisms**

Table III, represents the HRD Mechanisms, with respect to senior level staff in the sample study organizations. The table represents that the perception of senior level staff towards HRD Mechanisms, falls above satisfactory range of scale. The overall mean values for the senior level staff in both the hospitals are >3 as revealed from table III. The senior staff of SKIMS scores less value than the staff of GMC. Senior staff of SKIMS scores the highest mean score of 3.6(65%) for statement 8 i.e. “Employees are sponsored for training programs on the basis of genuine training needs in health care sector” and GMC scores the highest score of 3.3(57.5%) 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” and the same statement scored the second highest score of 3.4(60%) for the staff of SKIMS.

**Table III** Perception of senior level staff towards HRD Mechanisms

St. No	Senior level staff						
	SKIMS No. 26			GMC No. 13			
	M.S	S.D	%age	M.S	S.D	%age	
1	2.9	0.8	47.5	2.3	1.3	32.5	
2	3.4	0.9	60	3.0	1.1	50	
3	3.2	1.1	55	3.2	1.2	55	
4	3.1	0.7	52.5	3.2	1.0	55	
5	2.8	1.0	45	3.2	0.8	55	
6	3.4	1.2	60	3.3	1.1	57.5	
7	3.1	0.6	52.5	3.0	1.0	50	
8	3.6	0.7	65	2.9	1.1	47.5	
<b>Total</b>	<b>3.1</b>	<b>0.8</b>	<b>52.5</b>	<b>3.0</b>	<b>1.0</b>	<b>50</b>	



**Figure III** Perception of senior level staff towards HRD Mechanisms.

On the other hand, least score of 2.8(45%) was scored by staff of SKIMS 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

2.3(32.25%) was scored by the senior staff of GMC 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”.

**Perception of senior level staff towards HRD mechanisms with Z values**

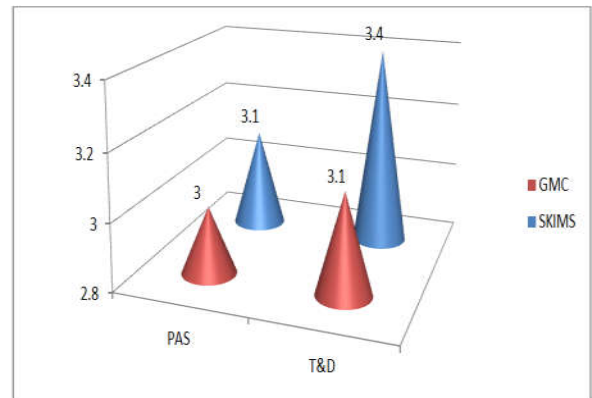
Using Z test for evaluating the significance level, it was inferred from table IV that the mean for senior level staffs for HRD Mechanisms >3 with the P value >0.05. Thus it can be inferred that there is no significant difference in the perception of medical and Para medical staff of the sample study organizations, hence Ho that “there is no perceptual difference among the senior level staff towards HRD Mechanisms” is accepted.

**Table IV** Perception of senior level staff towards HRD mechanism with Z values

Dimension	Senior level staff				M.S diff	Z value	P Value
	SKIMS No 26		GMC No 13				
	M.S	S.D	M.S	S.D			
Performance Appraisal System	3.1	0.5	3.0	0.7	0.1	0.4	0.6*
Training & Development	3.4	0.6	3.1	0.9	0.3	1.1	0.2*

Notes

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



**Figure IV** Perception of senior level staff towards HRD mechanism with Z values

**CONCLUSIONS**

It can be concluded from the findings that HRD Mechanisms in SKIMS 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.
- Training and Development is imparted only after assessing the need for it.
- Performance Appraisal System is found to be good in both the hospitals.
- Training and Development is valued and practiced more than PAS in the two organizations.
- Senior staff of SKIMS scored comparatively less value than the staff of GMC.

- The senior staff of SKIMS believes that they are sponsored for training on the basis of genuine training needs.
- Senior staff in SKIMS does not take pains to find out their strengths weaknesses from their officers and colleagues.
- Senior staff of GMC believes that when an employee in the health care sector does good work his supervising officers do not take special care to appreciate it.

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