

# A Relational Study of Human Resource Development Dimension and its Impact in a Select Hospital

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## Abstract

*The health sector is an important component of the development of the country. The commitment of the employees would have significant implications for managing change and organization development. The commitment to organization and services of the professionals depend upon their job satisfaction and HRD systems and procedures in hospitals*

*The study is conducted to measure whether the HRD practices are aligned with the expectations of the employees of the Lotus Hospital. The HRD is measured with five dimensions i.e. HRD Practices in Organization, Training and Development, Career Development, Organizational Development and HRD Administration. The research design is framed as a case study with descriptive and survey methods. The hypothesis framed for the purpose is  $H_0$ : The HRD in the organization is not good in the perception of the employees. The study is conducted on 62 samples with a questionnaire of 25 items.*

*The null hypothesis is rejected and the alternative hypothesis is accepted i.e. the HRD in the Organization is acceptable in the perception of the employees. However, the HRD practices are not detrimental to reducing the employee turnover rate. Furthermore, Training and development are more effectively addressed compared with the other HRD functions.*

**Key Words:** HRD; Training and Development; Health Sector; Organisation Development; HRD Administration

## Introduction

The health sector is an important component for development of the country. The commitment of the employees would have significant implications for managing change and organization development (Tunner and Chelladmai, 2005). However, the commitment to the organization and the occupation is based on intrinsic values, professional ethics and competencies of health care professionals. The changes initiated to increase commitment have to be validated (Ahmad and Bakar, 2003).

The important weakness of the public health system in India is the lack of availability of health personnel for quality care in health (Ramesh Bhat, 2000). The causes of poor perceptions of health care services are pointed towards the health care professionals (Bhat and Maheswari, 2005). The commitment to the organization and services of the professionals depend upon their job satisfaction and HRD systems and procedures in hospitals (Lee, 200; Meyer and Allen, 1991).



### Human Resource Development in Hospitals

The concept of HRD was explained as a system with interventions namely performance appraisal, potential appraisal, career planning, feedback and counseling and organizational development ( Rao, T.V., and Pereira D.F., 1986).

Human Resource Development means those learning experiences which are organized, for a specific time and designed to bring about the possibility of behavioural change (Leonard Nadler, 1969). The comparative competition position may be enhanced with HRD interventions for the success of the Organization (Wright et al., 1994; Becker and Huselid, 1998).

The main purpose of Human resource development is to develop human potential and thereby contribute to the success of an organization (De Simone and Werner, 2012). Human resource development programs are designed to improve employee capabilities (Swanson and Holton, 2009). The environmental variables are bound to influence human resource development policies and practices (Indradevi, 2010).

The important resources to be developed in any organization, especially in the medical sector are doctors, paramedics and other resources. The capacity enhancement requires framing appropriate training and development programmes (Ramesh Bhat, 2000). The technology adaptation in the health sector has brought innovative interventions in the diagnosis process like robotics, invasive methods etc. The present study evaluates the HRD practices in the Health sector.

### Methodology

The study is conducted to measure the HRD practices with the employee expectations for each of its dimensions in the Lotus Hospital. The main objective is to measure the impact of each of the dimension on HRD system. The HRD is measured with five dimensions i.e. HRD Practices in Organization, Training and Development, Career Development, Organizational Development and HRD Administration. The hypothesis framed for the purpose is that HRD in the organization is not good in the perception of the employees. The sample size of 80 is selected from a population of 103 with the help of Yamane Taro's (1967) formula with 95% confidence.

$$n = \frac{N}{1+N(e)^2}$$

Where n is the required sample size;

N is the population size; e is the acceptable sampling error; 1 designates the probability of the event occurring; e is 0.05. The permanent employees in all categories are included in the sample. The questionnaire with 25 items is circulated to 80 people and only 62 are suitable for analysis. The rate of return is 77.5 percent of the total respondents. The estimated values of Cronbach's alpha ( see table no.1) for all five dimensions with five items each are within acceptable limits of greater than 0.70(Nunnally, J. C., and Bernstein, I. H. (1994). The analysis is done with the statistic Means.

**Table No. 1: Results of Reliability Analysis**

Factors	Cronbach's Alpha	No of items
HRD Practices in the Organization	.920	5
Training and Development	.710	5
Career Development	.758	5
Organization Development	.952	5
Administration of HRD	.782	5
Combined	.870	25

The feedback of the respondents for the variables indicated below was measured on a five-point Likert scale with measurement values 1= strongly disagree indicating (very much dissatisfied), 2= Disagree (not satisfied), 3= Neutral (uncertain), 4= Agree (satisfied) and 5= strongly agree(very satisfied). Descriptive statistics in the form of mean and standard deviations were presented to illustrate the responses of participants. In this case, for interpretation, the translation of level ranking is analyzed based on the following criteria designed by Best (1977); Agreement level 1.00-1.80 means strongly disagree, Agreement level 1.81-2.60 means disagree, Agreement level 2.61-3.40 means neutral, Agreement level 3.41-4.20 means agree and Agreement level 4.21-5 means Strongly Agree. To analyze the collected data statistical procedures were carried out using SPSS version 26 software. The mean analysis is applied for data interpretation.

### Results and Discussion

Table 2 shows the characteristics of respondents, the gender male (58.1 percent) are in the majority with female participation of 41.9 percent. The majority (51.6 percent) of the respondents are in the age group of 36-45 years. The main educational qualifications are from the medical field (54.8 percent). The mean length of service for the sample respondents is 5.3 years. Since the Organization from which the sample is drawn belongs to the hospital sector qualifications are from medical. The other respondents from the administration department have general degrees and below.

HRD practice is a continuous activity. According to respondents, the vast majority of employees think that the hospital's HRD policies are beneficial to them. The Lotus Hospital's HRD programme can help the facility stay competitive with other hospitals.

The data on analysis (see table no.3) shows the Average Mean for HRD Practices (4.168) is excellent. The mean values for each of the statements on the benefit to the employees, training to improve performance, remaining competitive, reducing employee turnover rate and alignment with the business goals from HRD Practices are 4.56, 4.5, 4.53, 4 and 4.48 respectively. The standard deviations for the above statements are below the mean values and less than 1 except for reduced employee turnover rate.

**Table 2: Characteristics of the Respondents**

Profile	Categories	Frequency	Percent
<b>Gender</b>	Male	36	58.1
	Female	26	41.9
	Total	62	100.0
<b>Age</b>	18-24years	1	1.6
	25-35years	26	41.9
	36-45years	32	51.6
	46 and Above	3	4.6
	Total	62	100.0
<b>Educational Qualifications</b>	Paramedics Degrees	27	43.5
	General Degrees and Below	28	45.2
	Medical Degree	5	8.1
	Specialized Medical Degree	2	3.2
	Total	62	100.0
<b>Work experience</b>	Less than 1 year	5	8.1
	1-3 years	8	12.9

	4-6 years	29	45.2
	Above 7 years	21	33.9
	Total	62	100.0

**Table 3: HRD Practices in the Organization**

I	HRD practices		Strongly disagree =1	Disagree =2	Neutral =3	Agree=4	Strongly Agree=5	M	SD
1	Employees are benefited from the HRD practices in LH.	N	-	-	4	25	33	4.56	.620
		%			6.5	40.3	53.2		
2	HRD practices (Training) in LH have helped employees to improve their performance.	N	-	-	5	16	40	4.5	.643
		%			8.1	25.8	64.5		
3	The HRD practice provided in LH can benefit the hospital to remain competitive among other hospitals.	N	-	1	5	16	40	4.53	.718
		%		1.6	8.1	25.8	64.5		
4	HRD practice in LH reduces the employee turnover rate.	N	14	17.7	14	17	6	4	1.32
		%	22.6	11	22.6	27.4	9.7		
5	The HRD practices and activities in LH are aligned with the business goal of the hospital.	N	-	-	1	30	31	4.48	.535
		%			1.6	48.4	50.0		
Average Mean = 4.168									

Employee Attitudes toward Training and Development Practices is one of the key values of the hospital is that it is a learning organization. The hospital seeks to maximize human potential by utilizing various techniques. The terms "training and development" refer to the methodical process of enhancing a human resource's skills and competencies in preparation for current and future tasks and responsibilities. Every organization's competitive success depends on the abilities and performance of its workforce.

The mean value(see Table 4) for the dimension Training and Development has a high mean value (4.396). The mean values for each of the statements on good training and development programs( 3.65), performance goals and objectives are set(4.58), planning of development strategies(4.71), assessment of internal and external training and development(4.52) and evaluates training efforts(4.52) are above 4 in value. However, the statement on good training and development programs has a lower mean value than the other statements. The standard deviations for all the statements are lesser than their mean values suggesting uniformity.

**Table 4: Training and Development**

II	Training and Development		Strongly disagree=1	Disagree= 2	Neutral=3	Agree=4	Strongly Agree=5	M	SD
1	LH has good training and development Programs	N	11	-	4	32	15	3.65	1.344
		%	17.7		6.5	51.6	24.2		
2	LH sets performance goals and objectives	N	-	-	1	24	37	4.58	.529
		%			1.6	38.7	59.7		
3	The hospital plans developmental strategies accordingly	N	-	-	-	18	44	4.71	.458
		%				29.0	71.0		
4	Hospital Assess the available aids for internal and external training and development	N	3	-	1	-	39	4.52	.763
		%	4.8		1.6		62.9		
5	The hospital evaluates training efforts	N	-	-	5	20	37	4.52	.646
		%			8.1	32.3	59.7		
Average Mean=4.396									

The company offers good career planning and growth overall. From this sub-construct, it is obvious that the hospital is in a position to prioritise career planning and development for the advancement of its staff in line with their education, training, employment search, and work history. In the hospital, career development is sufficiently performed to lower the staff turnover rate.

The dimension of Career Development is estimated with five statements(see table 5). The mean value for each of the statements on working to improve career development(3.84), upgrading employee potential(4.58), good career planning and development(4.50), good counselling centre(4.29) and role of career development in reducing employee turnover(4.24) are excellent. The overall mean value for the dimension of Career Development is 4.29. The standard deviations are below the mean values suggesting normal distribution of the data. The standard deviations for each of the statements are below 1 except for working to improve career development.

**Table 5: Career Development**

III	Career development		Strongly disagree =1	Disagree =2	Neutral =3	Agree =4	Strongly Agree=5	M	SD
1	The hospital is doing well in working to improve career development	N	9	-	-	34	19	3.84	1.274
		%	14.5	-	1	54.8	30.6		
2	The hospital always strive to upgrade employee's potential				1	24	37	4.58	.529
		%			1.6	38.7	59.7		

3	The hospital has good career planning and development	N	-	-		31	31	4.50	.504
		%				50.0	50.0		
4	There is a good counselling centre in the hospital that benefits all employees	N	-	-	34	23	23	4.29	.611
		%			54.8	37.1	37.1		
5	Career development in LH reduces employees' turnover rate	N	-	2	4	33	23	4.24	.717
		%		3.2	6.5	53.2	37.1		
Average Mean: 4.29									

The term Organization Development means a long-term planned intervention introduced by the Organization to bring out a change in the Organization which is permanent. The development of the organization is very important for the strategic positioning of the Organization. The Organization's Development acts as a cushion to absorb or rebound the Organization in times of volatile environment.

The above table 6 presents the frequency distribution, percentages means and standard deviations for each of the statements of the dimension Organization Development. The mean score value is 4.74 which indicates respondents agree with the first statement. The remaining statements on the culture of openness and good team spirit(4.66), effective cost minimization system(4.27), problem-solving culture(4.56) and compensation and job security(4.53) indicate higher values of acceptance. The average mean(4.55) for the dimension of Organization Development is high.

**Table 6: Organizational Development**

IV	Organizational development		Strongly disagree =1	Disagree =2	Neutral =3	Agree=4	Strongly Agree=5	M	SD
1	There is good management with the required Profession	N	-	-	-	16	46	4.74	.441
		%				25.8	74.2		
2	There is a good culture of openness and good team spirit	N	-	-	1	19	42	4.66	.510
		%			1.16	30.6	67.7		
3	The hospital follows an effective cost-minimization system	N	-	1	3	36	22	4.27	.632
		%		1.6	4.8	58.1	35.5		
4	There is an Encouraging problem-solving culture in the hospital	N	-	1	4	16	41	4.56	.692
		%		1.6	6.5	25.8	66.1		
5	There is better compensation and job security	N	-	1	6	14	41	4.53	.740
		%		1.6	9.7	22.6	66.1		
Average Mean=4.55									

The main goal of HRD is to improve and modernize a company to strengthen its enabling capabilities. This encompasses maximizing human potential, enhancing organizational health, enhancing problem-solving skills, and raising employee engagement and commitment.

Table 7 indicates a strong acceptance of all the statements on the dimension of HRD Administration. The overall mean value is 4.55 indicating high acceptance of the HRD Administration. The statement-wise means for good personal and organizational analysis, prioritizing HRD, identification of designs on HRD objectives, evaluation criteria and feedback are 4.73, 4.63, 4.74, 4.34 and 4.34 respectively. The standard deviations for all the statements are below 1 and the respective mean values. The data from the respondents presents high acceptance values.

**Table 7: HRD Administration**

V	HRD Administration		Strongly Disagree =1	Disagree =2	Neutral =3	Agree=4	Strongly Agree=5	M	SD
1	Good personal analysis and organizational analysis	N	-	-	3	11	48	4.73	.548
		%			4.8	17.7	77.4		
2	Prioritizing needs in practicing HRD	N	-	-	1	21	40	4.63	.520
		%			1.6	33.9	64.5		
3	The hospital identifies and designs HRD objectives	N	-	-	2	12	48	4.74	.510
		%			3.2	19.4	77.4		
4	There is Evaluation, follow up and good evaluation criteria	N	-	-	4	33	25	4.34	.510
		%			6.5	53.2	40.3		
5	Interpret evaluation results and feedback	N	-	1	5	15	41	4.34	.599
		%		1.6	8.1	24.2	66.1		
Average Mean = 4.55									

### Testing of Hypothesis:

Sr.No.	Dimensions	Average Mean Value
I	HRD Practices in the Organization	4.198
II	Training and Development	4.396
III	Career Development	4.29
IV	Organization Development	4.55
V	HRD Administration	4.55

The above-average mean values for the response meet the criteria laid by Andreasen, A.R. and Best, A. (1977), and within the Agree level. The null hypothesis is rejected and the alternative hypothesis is accepted i.e. the HRD in the Organization is acceptable in the perception of the employees. The Lotus Hospital is doing well with training and development initiatives that could assist employees gain new information and abilities to boost their performance and meet organizational goals. On the other hand, the hospital, in comparison, is not in a position to view career planning and development as being of the utmost importance for the advancement of staff.

### Conclusion

The functioning of HRD in the hospital is effective in the perception of the employees. HRD variables show the hospital is actively functioning for the development of its human resources. However, the HRD practices are not



effective enough to reduce the employee turnover rate. Furthermore, Training and development is more effectively addressed when it's compared with the other HRD functions. However, the organization is less effective in career development. Moreover, regarding organization development, the performance shows a positive result. The overall rating may be improved by affecting changes in Career Development policies.

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