

Human Resource Development Climate in Healthcare and Banking Sector

V. Rama Devi and P. Lakshmi Narayanamma

School of Management Studies, Vignan University, Vadlamudi,
Guntur (dt.) - 522213 Andhra Pradesh, India

Abstract: People are considered to be the valuable assets of the organization as the source of ideas for innovation, quality and continuous improvement and other important inputs needed to compete in the modern, highly competitive world, comes from people and not from inanimate machines. They can change the fortune of the organization. Acknowledging the importance of human resources and their competencies, organizations are making attempts to create healthy HRD climate irrespective of the nature of organization. The present study aims to determine the effectiveness of HRD climate prevailing in healthcare and banking sectors. The target population of the present study comprised employees from select banking and healthcare sector organizations in India. A sample of 148 employees - 80 from healthcare and 68 from banking sector is drawn using a combination of convenience sampling and simple random sampling. Primary data is collected with the help of a questionnaire developed by Rao, T.V. and Abraham. The data is analyzed using statistical tools like mean, correlation and chi-square. The results revealed that the HRD climate is good in both in healthcare and banking organizations selected for the study and there is no significant difference in HRD climate between healthcare and banking sector organizations.

Key words: HRD climate • Healthcare sector • Banking sector • Competitive edge • Valuable resources.

INTRODUCTION

In order to survive and thrive in a dynamic and competitive business environment, organizations need to continuously change and innovate. This necessitates the dynamism and growth of its employees which help an organization successfully cope with the changes. In such a fast changing technology-oriented world, an organization can have a competitive edge only when the employees have necessary updated knowledge, skills and abilities. In this context, human resource development has a central role to play in promoting and supporting the development of a learning environment to create and nurture knowledge. Human capital has been acknowledged as the organization's life blood, which needs to be developed continuously keeping pace with the development in all other areas of today's dynamic work environment.

The term HRD was first introduced by Leonard Nadler [1]. He defined HRD as those learning experiences which are organized for a specific time and designed to bring about the possibility of behavioral change. In the promising global market place, human capital is more important to enterprises than physical capital and human capabilities will determine the value of enterprise and give the competitive edge. In today's modern era, the quality of employment is more important than quantity and HRD issues are directly related to the quality rather than quantity of the workforce.

Literature Review

HRD in Banking Sector: Peteraf, M.A. [2] expressed that the success in the banking sector depends upon the continuous advancements in the role of the human resources and this lies as bedrock of the service industry in the present conditions. Training in the banking sector

helps the employees in removing the gap between the desired skill and capability and what they possess and will avoid employee obsolescence. Thus, training as a fundamental element of the human resource development will help in establishing the conducive and lifelong learning opportunities in the organizational environment [3], [4] Burke, R [5] opined in his study that the survival of any organization in the present condition should require employees to equip themselves with the positive attitudes, new skills, modified behaviors and improved competencies for the success. Elena, P. A. [6] explored the initiatives taken for employee development in banks. Based on the study it was observed that the willingness to learn among the bank employees increase when there is employee development activity in the bank.

The employees and the customers integration towards the organizational goals is an important task in HRD. It was opined by Petridou, E. and Glaveli, N. [7] that the development of human resources and the cost involvement for such activity in the banking organization is considered as an asset rather than cost. Similarly, Anil, K. [8], in his key note address highlighted that HRD played a vital role in converting a downswing into an upswing in India with special reference to a bank in the public sector organization. In his study he found that the human resource development has made the transformation process more effectively with the help of human resources for the intended success.

Kennedy, V. [9] examined the HRD practices among the public and private sector banks in Coimbatore. Based on the results, it was observed that the overall mean score of HRD practices in the banking sector was found to be 58.4 percent which was slightly above the average entailing that HRD practices deserve better attention.

Srimannarayana, M. [10] reviewed the prevailing HRD climate in Dubai organizations and concluded that the climate is at an average level and HRD climate in banking business is higher than the other businesses. Saxena, K. and Tiwari, P. [11] observed that the HRD Climate was found to be average in the sample public sector bank. The study also highlighted that the perception of employees did not significantly associate with the selected demographic profiles like gender, education etc. A study of HRD Climate in Nigerian commercial banks [12] has shown a congenial HRD Climate.

Riyaz [13] in a study on HRD climate in commercial banks observed that the overall level of OCTAPAC values in the banks was perceived at a moderate level. In a study conducted by Solkhe and Chaudhary [14] in a public sector undertaking, it was found that HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance

HRD in Healthcare Sector: Human resource is considered as the epicenter of the healthcare industry and believed that human resources play the most critical and significant role in achieving organizational goals and success. Alphonso [15] conducted a survey to examine the HRD climate of private hospital. The responses were collected from different departments in the hospital. The researcher found that the perception of the supervisors about the HRD climate is satisfactory and reasonably good climate was prevailing in the hospital. Mufeed S.A, [16] examined the HRD climate in major hospitals. The result indicated the existence of poor HRD climate in the hospitals. There lies significant difference in the perception of medical and para medical staff of the sample study organizations.

Singh [17], in his study observed that top management commitment to HRD climate has been fairly better for doctors than nurses and paramedical staff. Path analysis revealed that the dimensions of superior subordinate relationship, employee development activities and encouragement initiatives regarding doctors, dimensions of employee developmental activities, rewards and benefits and work environment in case of nurses and personnel policies, training and development, encouragement and initiatives and rewards and benefits regarding the paramedical staff have been regarded as important dimensions and substantially contributing to HRD climate in hospitals. *Relationship between Perception of HRD climate and Demographic Variables*

The study has shown that there is no difference in the perception of the employees towards HRD climate dimensions on the basis of gender, qualification, designation [11]. Smruti, P. and Rashmi, G. [18] in their study found an insignificant association among the opinions of employees about the HRD climate and the demographic profile of respondents like age, qualification and job approval status but had a significant relationship based upon the demographic profiles like gender and experience of the respondents.

MATERIALS AND METHODS

Objectives of the Study:

- To examine the HRD climate prevailing in banking sector organizations and healthcare organizations under study.
- To determine the effectiveness of OCTAPAC profile in banking sector and healthcare sector.
- To investigate if there is a significant difference in HRD climate in banking sector and health care sector.

- To determine the relationship between perception of HRD climate and demographic variables
- To study the relationship among various dimensions of HRD climate.

Hypotheses:

- There is no significant difference in HRD climate dimensions between banking sector and healthcare sector
- There is no significant relationship between HRD climate dimensions and demographic variables such as gender, age, educational qualifications, years of service, etc.
- There is no significant relationship among HRD climate dimensions.

Methodology: The target population of the present study comprised employees from select banking and healthcare sector organizations in India. A total of 148 employees - 80 from healthcare and 68 from banking sector participated in the study. The sample is drawn using a combination of convenience sampling and simple random sampling. Primary data is collected with the help of a questionnaire developed by Rao, T.V. and Abraham [19]. This is a popular instrument which is used extensively based on 38 items encompassing general climate, "OCTAPAC" (Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity and Collaboration), dimensions and HRD mechanisms. Data was analyzed using statistical tools like mean, correlation and chi-square.

RESULTS AND DISCUSSION

Table 1 reveals that the mean score of overall HRD climate that encompasses general HRD climate, OCTOPAC and other HRD dimensions is 3.73 in health care sector and 3.66 in banking sector on a scale of 1-5. This reflects that HRD climate is reasonably good as both healthcare and banking sectors are service sectors and HRD climate is very important as the quality of the service delivered to the customers depends on the competencies of employees. The finding is in conformity with other studies as reported by Srimannarayana, M. [10] Akinyemi, B. O. and Iornem, D. [12] that HRD climate in banking sector is high and reasonably good HRD climate is prevailing in the hospital in a study reported by Alphorns [15].

Another observation from the table is that the mean scores of all HRD dimensions in health care sector are relatively slightly higher when compared to banking

sector. Though the difference is not very high, it implies that the respondents in healthcare sector perceive HRD climate to be more conducive.

Table 2 depicts that based on t values it is observed that there is no significant difference between all HRD climate dimensions and nature of the organization - whether it is a hospital or a bank. The reason that may be attributed to this could be, both are service sectors and generally they accord importance to the development environment prevailing in the organization.

The relationship between demographic variables and HRD dimensions is examined using chi-square test. The opinions expressed by the respondents may differ depending upon their demographic variables. The demographic variables selected for the study include gender, age, marital status, education and experience.

Table 3 reveals that the perception of the employees towards HRD climate dimensions is independent of gender. Hence the null hypothesis is accepted. It implies that the respondents' perception of HRD climate dimensions is not affected by the gender. It is in consonance with the findings of [11] that there is no difference in the perception of the employees towards HRD climate dimensions on the basis of gender.

It is observed from table 4 that age of the respondents does not significantly influence the respondent's perception towards HRD climate dimensions. Similar finding was reported by Smruti, P. and Rashmi, G. [18] based on research findings. Hence the null hypothesis is rejected indicating that the perception towards other HRD climate dimensions is independent of age.

Table 5 shows that perception of the employees towards HRD climate dimensions is not influenced by marital status of the employees.

Table 6 depicts that perception of the respondents towards climate HRD dimensions is independent of educational qualifications of the respondents and hence null hypothesis is accepted. This is in conformity with the findings of Saxena & Tiwari, [11] and Smruti, P. & Rashmi, G. [18]. That there is no difference in the perception of the employees towards HRD climate dimensions on the basis of educational qualifications.

Table 7 presents that employees' perception of developmental environment dimensions - openness, trust and HRD collaboration is influenced by the experience of the employees. Null hypothesis is rejected for these dimensions. While for other HRD dimensions, null hypothesis is accepted as the perception is not influenced by the experience of the respondents.

Table 1: HRD Dimension Mean Scores

S.No.	Dimensions	Mean score (Healthcare sector)	Mean score (Banking sector)
1	General HRD climate	3.61	3.45
2	Openness	3.72	3.65
3	Confrontation	3.79	3.65
4	Trust	3.72	3.66
5	Autonomy	4.01	3.97
6	Proactivity	3.65	3.55
7	Authenticity	3.68	3.59
8	Collaboration	3.75	3.73
9	HRD mechanisms	3.69	3.65
	Overall HRD climate	3.73	3.66

Table 2: Relationship between HRD Climate Dimensions and Nature of the Organization

	Levene's Test for Equality of Variances	t-test for Equality of Means				
		F	Sig	T	Df	Sig (2 tailed)
General HRD climate	Equal variances assumed Equal variances not assumed	.088	.767	1.8831.884	143140.101	.062.062
Openness	Equal variances assumed Equal variances not assumed	.182	.670	.771.767	143135.718	.442.445
Confrontation	Equal variances assumed Equal variances not assumed	.030	.863	1.4521.446	143137.452	.149.150
Trust	Equal variances assumed Equal variances not assumed	1.228	.270	.561.564	143142.315	.576.573
Autonomy	Equal variances assumed Equal variances not assumed	.044	.835	.462.461	143137.606	.645.646
Proactivity	Equal variances assumed Equal variances not assumed	1.321	.252	.738.733	143134.842	.462.465
Authenticity	Equal variances assumed Equal variances not assumed	.116	.734	.821.824	143142.259	.413.411
Collaboration	Equal variances assumed Equal variances not assumed	.137	.712	.219.221	143142.278	.827.826
HRD mechanisms	Equal variances assumed Equal variances not assumed	.106	.745	1.2171.221	143141.140	.225.224

Table 3: Relationship between Gender and HRD climate dimensions

Sr.No	Dimensions	Chi-square value	Significant/ Insignificant
1	General HRD Climate	5.359	Insignificant
2	Openness	2.215	Insignificant
3	Confrontation	.051	Insignificant
4	Trust	3.652	Insignificant
5	Autonomy	2.704	Insignificant
6	Proactivity	.350	Insignificant
7	Authenticity	1.413	Insignificant
8	Collaboration	3.949	Insignificant
9	HRD mechanisms	5.359	Insignificant

Table 5: Relationship between Marital Status and HRD climate dimensions

Sr.No	Dimensions	Chi-square value	Significant/ Insignificant
1	General HRD Climate	1.601	Insignificant
2	Openness	2.003	Insignificant
3	Confrontation	4.950	Insignificant
4	Trust	.736	Insignificant
5	Autonomy	1.585	Insignificant
6	Proactivity	.698	Insignificant
7	Authenticity	1.086	Insignificant
8	Collaboration	.672	Insignificant
9	HRD mechanisms	2.963	Insignificant

Table 4: Relationship between Age and HRD climate dimensions

Sr.No	Dimensions	Chi-square value	Significant/ Insignificant
1	General HRD Climate	13.213	Insignificant
2	Openness	5.445	Insignificant
3	Confrontation	6.143	Insignificant
4	Trust	5.745	Insignificant
5	Autonomy	5.399	Insignificant
6	Proactivity	3.768	Insignificant
7	Authenticity	6.977	Insignificant
8	Collaboration	5.118	Insignificant
9	HRD mechanisms	5.911	Insignificant

Table 6: Relationship between Educational qualifications and HRD climate dimensions

Sr.No	Dimensions	Chi-square value	Significant/ Insignificant
1	General HRD Climate	11.089	Insignificant
2	Openness	4.010	Insignificant
3	Confrontation	7.559	Insignificant
4	Trust	3.846	Insignificant
5	Autonomy	4.660	Insignificant
6	Proactivity	12.112	Insignificant
7	Authenticity	2.531	Insignificant
8	Collaboration	4.849	Insignificant
9	HRD mechanisms	4.841	Insignificant

Table 7: Relationship between Experience and HRD climate dimensions

Sr.No	Dimensions	Chi-square value	Significant/ Insignificant
1	General HRD Climate	6.532	Insignificant
2	Openness	18.280	Significant at 5% level
3	Confrontation	11.655	Insignificant
4	Trust	15.925	Significant at 5% level
5	Autonomy	14.411	Insignificant
6	Proactivity	5.272	Insignificant
7	Authenticity	2.602	Insignificant
8	Collaboration	15.994	Significant at 5% level
9	HRD mechanisms	6.615	Insignificant

Table 8: Relationship among HRD Climate Dimensions

		Correlations								
		GH score	OS	CS	TS	AS	PS	AUS	COLLS	HRDMS
GH score	Pearson Correlation	1	.599**	.396**	.130	.402**	.573**	.463**	.442**	.716**
	Sig. (2-tailed)		.000	.000	.119	.000	.000	.000	.000	.000
	N	146	145	145	145	145	145	145	145	145
OS	Pearson Correlation	.599**	1	.315**	.320**	.515**	.424**	.493**	.525**	.707**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145
CS	Pearson Correlation	.396**	.315**	1	.478**	.246**	.600**	.616**	.361**	.710**
	Sig. (2-tailed)	.000	.000		.000	.003	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145
TS	Pearson Correlation	.130	.320**	.478**	1	.286**	.226**	.267**	.302**	.497**
	Sig. (2-tailed)	.119	.000	.000		.000	.006	.001	.000	.000
	N	145	145	145	145	145	145	145	145	145
AS	Pearson Correlation	.402**	.515**	.246**	.286**	1	.299**	.354**	.528**	.592**
	Sig. (2-tailed)	.000	.000	.003	.000		.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145
PS	Pearson Correlation	.573**	.424**	.600**	.226**	.299**	1	.509**	.443**	.759**
	Sig. (2-tailed)	.000	.000	.000	.006	.000		.000	.000	.000
	N	145	145	145	145	145	145	145	145	145
AUS	Pearson Correlation	.463**	.493**	.616**	.267**	.354**	.509**	1	.635**	.744**
	Sig. (2-tailed)	.000	.000	.000	.001	.000	.000		.000	.000
	N	145	145	145	145	145	145	145	145	145
COLLS	Pearson Correlation	.442**	.525**	.361**	.302**	.528**	.443**	.635**	1	.730**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	145	145	145	145	145	145	145	145	145
HRDMS	Pearson Correlation	.716**	.707**	.710**	.497**	.592**	.759**	.744**	.730**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	145	145	145	145	145	145	145	145	145

** Correlation is significant at the 0.01 level (2-tailed).

Table 8 shows that other than trust dimension there is significant positive relationship among all other HRD climate dimensions. It implies that an improvement in one HRD climate dimension will lead to an improvement in other HRD climate dimensions.

CONCLUSION

Present day organizations see a paradigm shift with respect to the treatment given to the human resources for their better utilization of the skills, capabilities, talents and aptitudes for the sake of creating the well-developed human resources. The organizations have realized about the importance of improving the effectiveness of HRD Climate through human resource development practices. It is only through competent and committed workforce an organization will be able to deliver better results and achieve its objectives. In the present study, it is observed the banking and healthcare organizations selected for the

study are having pretty good HRD climate which shows that they also acknowledge the importance of human resource development. But still there is scope to improve further as the HRD mean score are in the range of 3.65-3.75 on a scale of 1-5.

REFERENCES

- Nadler, L., 1969. The Variety of Training Roles. Industrial & Commercial Training, 1(1).
- Peteraf, M.A., 1993. The Cornerstones of Competitive Advantage: A Resource Based View. Strategic Management Journal, 14 (3): 179-92.
- Pollitt, D., 1999. Strategic Issues for Training. Education and Training, 41(3): 116-56.
- Bushardt, S.C., C. Fretwell and P.B. Cumbest, 1994. Continuous Improvement through Employee Training: A Case Example from the Financial Services Industry. The Learning Organization, 1(3): 11- 16.

5. Burke, R., 1996. Training needs at Different Organizational Levels Within a Professional Services Firm. *Industrial and Commercial Training*, 28(5): 24 - 8.
6. Elena, P.A., 2000. Employee Development through Self-Development in Three Retail Banks. *Personnel Review*, 29: 491-508.
7. Petridou, E. and N. Glaveli, 2003. Human Resource Development in a Challenging Financial Environment: The Case of a Greek Bank. *HRD International*, 6(4): 547-558.
8. Anil, K., 2007. Moving HRD from the Periphery to the Centre for Transformation of an Indian Public Sector Bank: Keynote Address. 4th Asian Conference of the Academy of HRD-Human Resource Development International, 10(2): 203 - 213.
9. Kennedy, V., 2007. Do HRD Practices Differ Among the Categories of Indian Commercial Banks? http://www.iupindia.in/1207/IJMR_HRD_Practices_33.html.
10. Srimannarayana, M., 2007. Human Resource Development Climate in a Dubai Bank. *Icfai Journal of Organizational Behavior*, 6(1).
11. Saxena, K. and P. Tiwari, 2009. HRD Climate in Selected Public Sector Banks: An Empirical Study. 9th Global Conference on Business and Economics.
12. Akinyemi, B.O. and D. Iornem, 2012. Human Resource Development Climate and Employee Commitment in Nigerian Recapitalized Banks. *International Journal of Business and Management*, 7(5).
13. Riyaz, 2002. HRD Climate in Commercial banks: An Empirical study. *The Business Review*. 9(1).
14. Solkhe and N. Choudhary, 2011. HRD Climate and Job Satisfaction: An Empirical Investigation. *International Journal of Computing and Business Research*, 2(2).
15. Alphonsa, V.K, Sr. 2000. HRD Climate in a Private Hospital in Hyderabad-An Empirical Study. *IJTD*, 3(4).
16. Mufeed, S.A., 2006. The Need for a Focus on Key Elements of HRD Climate in Hospitals- an Empirical study. *Management of Labour Studies*, XLRI, 31(57-65).
17. Singh, D., 2012. A Study on HRD Climate in Health Care Industry with Special Reference to Coimbatore City. *International Journal of Organizational Behaviour & Management Perspectives*, 1(1): 1-3. 18. Smruti, P. and G. Rashmi, 2011. A Study on the Perceptions of Management Institute Faculty Towards HRD Culture, with Reference to Nagpur City. *The IUP Journal of Management Research*, 10(40): 44 -57.
19. Rao, T.V., and E. Abraham, 1986. Human Resource Development Climate in Indian Organizations. In: Rao T.V. and D. F. Pereira (ed.). *Recent Experiences in Human Resources Development*. New Delhi: Oxford & IBH, pp: 70-98.