

# A Critical Review of the Various Models of HRD Climate and their Application in the Healthcare Sector

<sup>1</sup> Dr. Darakhshan Anjum, <sup>2</sup> Raashidah Gani,  
<sup>1</sup>Assistant Professor, <sup>2</sup>Research Scholar,  
<sup>1</sup>School of Management Studies,  
Baba Ghulam Shah Badshah University, Rajouri, J&K, India.

**Abstract:** The most significant and prime resource to run an organization effectively and efficiently whether it is a service based or product based industry, is, the human resource. Human resource is the most important method of competitive advantage and has the potential of switching all the other resources into preferred result. Healthcare Sector is basically a service industry where resources or assets of an organization can be their human resource. This paper has been organized with the most important intention of going through the various models of the HRD Climate and their significance. Throughout the study various significant dimensions of the HRD Climate models have been recollected also. The further aim of the paper expands to classify issues for future research based on fully literature review.

Keywords: HRD Climate, Models, Healthcare, Dimension.

## Introduction

Increasingly, more value is being given to “People” in organization. This is generally because organization comprehends that human assets are most significant of all assets or resources. They are not only basic evil to be considered; indeed they can add a big deal to the accomplishments of organizational goals. This constructive outlook of people running in the organization as an advantage with infinite potential is the central part of the concept of the Human resource system. Desimone, Werner and Harris 2002 said that, “An organization's achievement is definite as much by the ability and inspiration of its members as by almost any other factor. Whereas this has always been accurate, and the current changes focused on ways human resources development activities can be used to make certain that organizations have what it takes to effectively meet the opportunities and challenges.” The human resource development climate of an organization plays a major role in ensuring proficiency, enthusiasm, and progress of its employees. Payne and Mansfield (1973) viewed that, “Human Resource Development Climate is a conceptual relationship between organizations and individuals that interfere between definite state attribute or events and individual perceptions, attitudes, and behavior.” Armstrong and Baron (2002), stated that, “Human resource development (HRD) is related with the condition of learning and development prospects that sustain the attainment of business strategies and perfection of organizational team and individual performance. Climate

thus is an overall feeling or reaction that is conveyed by the physical layout, the way employees cooperate and the system members of the organization conduct themselves with outsiders.”

Human resources play the most critical and significant role in achieving organizational goals in healthcare industry. Healthcare sector is the backbone of our society which deals with humans as well as human resources. However the efficiency of the human resources can only be maximised by adopting human resource strategies relevant to the healthcare sector. The present competitive business environment has forced organizations to be effective and dynamic in order to grow and prosper. Thus it becomes essential for an organization to adopt the change in the environment and also continuously prepare their employees to meet the challenges that will have a favorable impact on the organization. Therefore, organizations need to create a favorable working environment where in employees can contribute for the overall growth of an organization.

### **Need for the Present Study**

Healthcare Sector of Jammu and Kashmir has a huge potential for progress and is growing at a fast possible rate. The state has a huge potential in terms of healthcare industry, resulting which big hospital names have started to empower in the state and are in a run to set up their healthcare units in the J&K. A good number of Human Resource Development Practices have been created in one form or the other in many public and private sector organizations. While most of the sectors have seen the research on Human Resource Development Practices at national and global level but less work has been seen in hospitals and healthcare sector that too in the State Jammu and Kashmir. The State Jammu and Kashmir have seen less initiative on Human Resource Development Climate Practices. Presently a look at the Health Care Sector in J&K would reveal that it has not undergone the ideal change to keep pace with ever-changing society. Furthermore, in the present scenario, every organization wants more output in contrast of less input; it can be possible only when working employee gets its working place contented and relaxed as per the job requirement. Therefore it's essential for an organization to make a Quality relationship between its employees and working atmosphere.

Based on these thoughts, the researcher felt that it is the need of the hour to understand, measure, analyze and find out the Human Resource Development Climate and to study various significant dimensions of the HRD Climate models and their significance.

### **Structure of the Study**

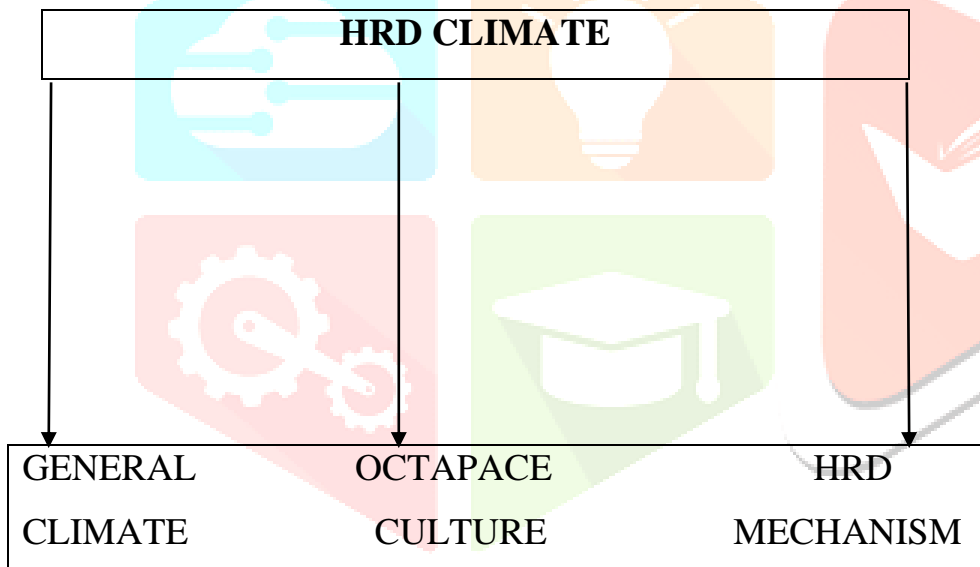
The theoretical foundations for the HRD Climate are huge and are very affluent in terms of the literature that has been presented by the various prominent researchers from time to time. There has been continuous progression in the HRD Climate definitions, models and their applications in order to suit the dimensions

with the changing time. With the change, the following characteristics seem to play a critical role for the comparative evaluations of the HRD Climate and its dimensions

- (1) a tendency at all levels starting from top management to the lowest level to treat people as the most important resource
- (2) the perception that developing the competencies in the employees is the job of every manager/supervisor
- (3) faith in the capability of employees to change and acquire new competencies at any stage of life
- (4) a tendency to be open in communications and discussions rather than being secretive (fairly free expression of feelings)
- (5) Encouraging risk-taking and experimentation.

### HRD Climate Models Prepared by the Researcher

#### Model 1



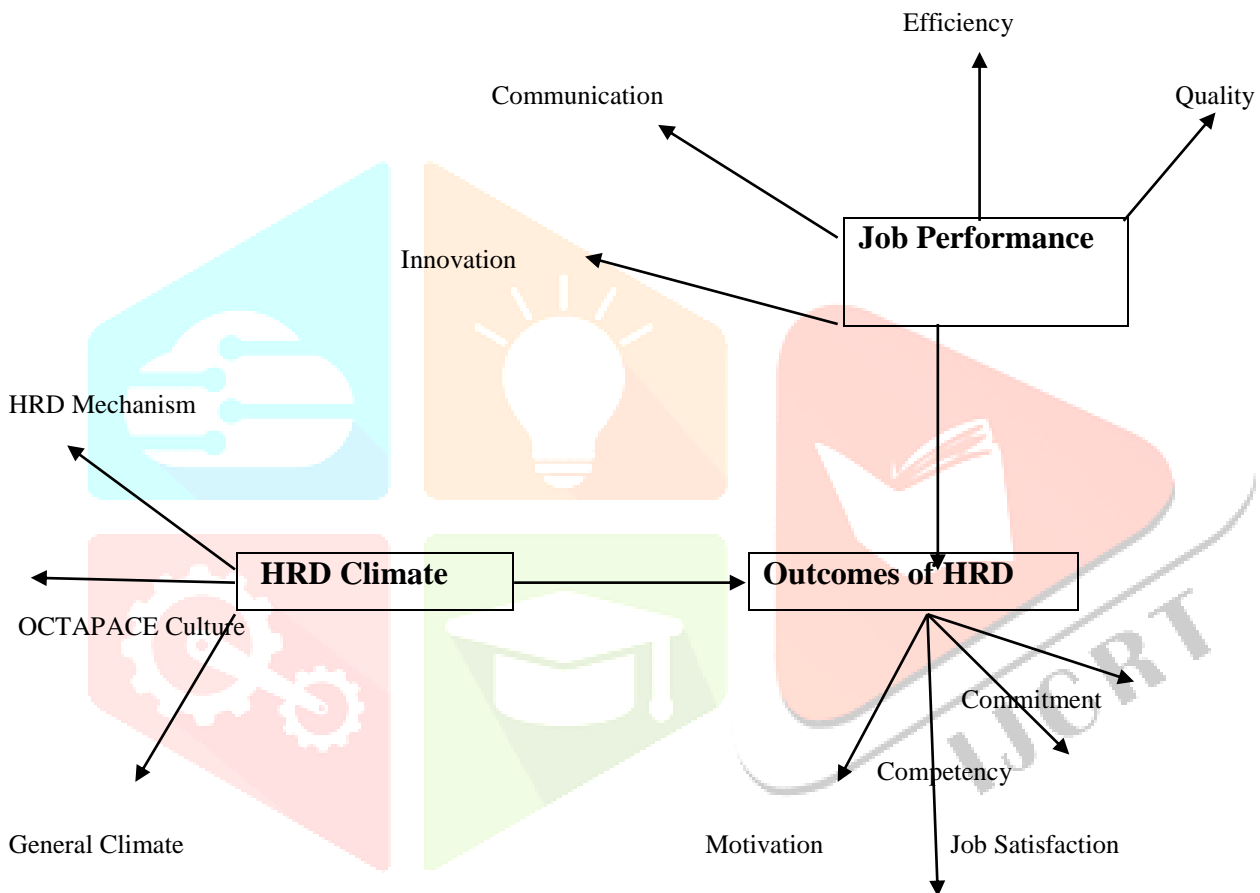
**HRD Climate:** *Joyce and Slocun Jr., (1984)* believed that Human Resource Development Climate is a vital part of organizational climate. Climate indicates the excellence of the working atmosphere of an organization, which creates a better environment for cooperation, the progress of the individual, the level of employee’s devotion or commitment to an organizational goal, and the effectiveness by means of which the goal becomes reality. Human Resource Development Climate has three elements viz:

**General Climate:** It is in accordance with the importance given to Human Resource Development by the top management in general. A general supportive climate is important if it has to be implemented effectively. Such climate consists of not only top and line management’s commitment but also good personnel policies and a constructive approach towards development.

**OCTAPACE Culture:** It deals with the degree to which openness, confrontation, trust, autonomy, pro-activity; authenticity, collaboration, and experimentation are valued and promoted in the organization.

**HRD Mechanism:** The items dealing with this, evaluate the amount to which Human Resource Development Mechanisms are implemented seriously. It includes performance appraisal, career planning, feedback, counseling, training and development, employee welfare, job rotation, rewards, recruitment, and selection etc.

**Model 2**



A favorable HRD Climate is directly proportionate to the HRD Outcomes (HRDOs) in an organization. It helps to increase the job satisfaction and better commitment of the employees towards organization. Three important constituents of HRD Climate, namely General Climate, OCTAPACE, HRD Mechanism are compared with respect to different Human Resource Development Organizations.

Customer Satisfaction, Innovation and Communication were found to be constraining factors in job performance. Whereas it was interesting to note that efficiency is contributing maximum to HRD Organizations. Thus it can be inferred that a favorable HRD Climate can create satisfactory HRD outcomes, which in turn can lead to better job performance in an organization.

The model suggested that HRD Climate and job performance are positively correlated. The model also says that if the relationship between HRD Climate and performance among employees will be low, it will be also logical to assume that organizational commitment, job satisfaction and employee retention will be significantly related. However, it can be said that job performance is very much influenced by General climate, OCTAPAC culture and HRD mechanism of the organization in general. Thus we can say that HRD climate is a contributing or influencing factor to increase the level of job performance of the employees.

### **Conclusion of the Study:**

The prime concern of this study was to study some models of HRD Climate prepared by author. The focus was on the job performance levels of the employees in relation to the existing HRD climate of the organizations. The study clarifies the effects of HRD climate and its components on Job Performance and the outcomes of HRD Climate. All the components of HRD climate (General Climate, OCTAPACE Culture and HRD Mechanism have been found influencing job performance. Thus we can say that HRD climate is a contributing or influencing factor to increase the level of job performance of the employees and HRD Climate is a major force in estimating and considering the overall development and progress level of the organization.

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