6.1 Introduction

This particular research is based on the premise that a sound or favourable developmental climate at the workplace would significantly influence the performance of an organization. The study has been conducted in government healthcare sector of Kashmir and the focus has merely been upon district hospitals. The main aim of this study was to explore the existing status of HRD climate in healthcare and the impact it has on the performance. The research is truly analytical in nature and thus, has made use of various statistical procedures to arrive at the results. The preceding chapter conducted an in-depth analysis of the phenomenon concerned. In this chapter the results of the study are discussed, conclusions are drawn and suggestions are made.

6.2 HRD climate in health-care sector of Kashmir

The government in Kashmir inherits a three-tier system of healthcare delivery which includes primary, secondary, and, tertiary care facility. However, the present study investigated secondary stage health-care institutions to get an insight of the whole health-care set up of Kashmir. The findings of this particular study are based on the opinion of two hundred and eighty-five health-care employees working in different district-level hospitals of Kashmir. These employees consisted of Doctors, Consultants, Surgeons, Medical officers, Nursing care staff, Laboratory staff, office executives and several other ranks excluding grade IV workers. The researcher further classified these employees on the bases of various demographic characteristics (age, gender, job category, experience, and, salary) to study differences in the perceptions.

The results of the study indicated the existence of a satisfactory level of HRD climate in the sample selected hospitals of Kashmir. The developmental climate at the hospitals has been studied within the domains of six broad dimensions that include performance appraisal and reward, Feedback and Counselling, Potential appraisal and Career Development, Employee welfare and QWL, Organization development, and, Training and Development.

6.2.1 Findings with regard to Performance Appraisal and Reward system in Health-care

Appraising performance and rewarding any good work is necessary to ensure smooth processing of organizational projects and achievement of goals. Performance
appraisal is assessing the performance and progress of an employee after a specified period of time in relation to his/her set performance standards. Appraising performance is beneficial for organizations. It provides valuable information for personnel decisions such as pay increases, promotions, demotions, transfers and terminations. Rewarding good performances boost employees with competitive spirit and motivate them towards improved and better performance.

The results revealed the existence of an average level of performance appraisal and reward system in sampled hospitals of Kashmir. Most of the employees felt that performance appraisal reports in health-care organizations are based on objective assessment and adequate information and not on any favouritism. Employees also denied nepotism in promotions and supported the view that promotions in health-care are based on the suitability of promotee. The reports also revealed that whenever employees does good work their supervising officers take special care to appreciate them. However, employees in health-care also felt the existence of unsatisfactory systems of rewarding any good work or any contribution made by employees in hospitals. While, employees mostly believe that future plans are made known to senior staff to help them to develop their juniors and prepare them for future.

6.2.2 Findings with regard to Feedback and Counselling mechanism in health-care

Feedback and counseling help strengthen the dyadic relationships, facilitate quality decisions and help employees recognize their strengths and weaknesses. The results revealed the existence of an excellent mechanism of feedback and counselling in sampled hospitals of Kashmir. Employees maintain a good team spirit and cooperation in hospitals and are very helpful to each other. It is observed that whenever problems arise, employees discuss them openly and try to solve them collectively rather than accusing each other. Most of the employees in health-care contended that when behaviour feedback is provided they take it seriously and use the information for development. They also maintained that senior employees in health-care delegate authority and juniors take that seriously as an opportunity for development.

6.2.3 Findings with regard to Potential Appraisal and Career Development in health-care

Potential appraisal is assessing an employee to identify his courage, calibre and potential to do different jobs or to take-up higher responsibilities within the
organization. The hospitals in Kashmir exhibited an excellent atmosphere of potential appraisal and career development. It was observed that employees sponsored for training take that seriously and try to make most out of the programs they attend. Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take. People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended. Career opportunities are pointed out to juniors by senior officers. Most of the employees opined that job-rotation in hospitals facilitate development.

6.2.4 Findings with regard to Employee Welfare and Quality work life (QWL) system in health-care

HRD systems thoroughly monitor employees to analyse their needs and make continuous efforts to meet these needs to the extent feasible. Flexible working hours, better working condition, job enrichment programmes, educational subsidies, recreational activities, health and medical benefits, and the like helps in generating a sense of belongingness in employees that in turn benefits an organization in terms of productivity and profitability in the longer run. The results revealed the existence of an average climate of welfare and work life within the hospitals of Kashmir. The employees looked highly satisfied with the psychological climate in various health-care institutes. They asserted that their organization ensure employee’s welfare to such an extent that the employees can save a lot of their mental energy for work purposes. Most of the employees felt that the top management believes that human resources are an extremely important resource and that they have to be treated more humanly. However, they are not willing to invest a considerable part of their time and other resources to ensure the development of employees. The top management in healthcare is least bothered to improve job satisfaction of employees.

6.2.5 Findings with regard to Organization Development interventions in healthcare

Organizational development emphasizes the necessary changes in inter-personnel and inter-group relations for the purpose of bringing necessary changes in behavioural pattern and culture in the organization so as to make it more conducive to the growth of individual managers (Singh, 2013, p: 62). The results revealed the existence of satisfactory level of organization development intervention in various sample studied hospitals of Kashmir. It is seen that development of human resources is normally considered while framing personal policies. Weaknesses of employees are
mostly communicated to them in a non-threatening way. Besides, most of the employees felt that when employees make mistakes, supervisors treat them with understanding and help them to learn from such mistakes rather than punishing them or discouraging them. They also maintained that delegation of authority to encourage juniors to develop and handle higher responsibilities is quite common in hospitals of Kashmir. Moreover, employees in health-care are not afraid to express or discuss their feelings with their superiors/supervisors or even with colleagues.

6.2.6 Findings with regard to Training and Development culture in healthcare

Training and development is one of the most important aspects of human resource development. It involves a process of imparting with the new and existing employees the necessary skills and knowledge, required to perform a specific task in an effective and efficient manner. The development of high potential workers with the support of continuous training and retraining is seen as a core element in the development of competitive advantage of the organisations.

The above average culture of training and development has been reported from the survey of hospitals in Kashmir. It is reported that employees are mostly sponsored for training programmes on the basis of genuine training needs. While, specific training programmes are organized by hospital authorities on regular basis to help employees improve existing skills and acquire new skills and knowledge to perform well. The health-care employees returning from training programmes are provided opportunities to try out what they have learnt. They are also encouraged to experiment with new methods and try out creative ideas.

6.3 Findings related to the performance of Hospitals in Kashmir

The present study shows consistency with that of the findings of Brewer and Selden (2000) and Sangmook (2005) so far as the trends in organizational performance are concerned. Perceived internal efficiency and fairness are lower in Kashmir as compared to the other dimensions of organizational performance like in the United States (Brewer and Selden 2000) and Korea (Sangmook 2005). Thus, it is realized that, like the U.S. and the Korean respondents, public employees in hospitals of Kashmir perceive lower levels of internal fairness and efficiency than of external dimensions of performance. Employees are the most critical and central for implementing public policies and delivering public service and thus, substantially
contribute toward the achievement of its mission and goals (Rainey and Steinbauer 1999). Therefore, suggesting the need for more attention to this lower level of perceived fairness and efficiency in hospitals of Kashmir.

6.4 Findings on the basis of difference in demography of respondents

Apart from the above, the researcher also analysed and compared the perception of the respondents on the basis of various demographic characteristics. The results indicated statistically significant differences in the perception of health-care employees with respect to their gender, age, job category, experience, and, salary. The comparative analysis of the perception of respondents revealed the following, that;

- Male and female employees in health-care sector perceive the developmental climate in a same way. However, significant difference of perception exists in them so far as the performance of hospitals in Kashmir is concerned. The female employees mostly opined better performances as compared to the male population of the respondents.

- The medical employees in health-care sector are found less satisfied than the para-medical employees with respect to their perception regarding various HRD climate aspects and organizational performance in health-care.

- Respondents belonging to the age group (Up to 30) pursue the highest positive notions of HRD climate and organizational performance in the hospitals of Kashmir while, the other three categories differed significantly.

- The employees with an experience (15-25 years) highly felt the existence of a satisfactory HRD climate and organizational performance in the hospitals of Kashmir. The other three categories of respondents rated comparatively less.

- The employees also differed in their perception with respect to their differences in salaries. The respondent with the maximum amount of salaries (Above 60000) are less satisfied with the existing developmental climate in the hospitals of Kashmir. These respondents also felt less satisfied with the organizational performance of the health-care in comparison to the other three categories of experience.

Thus, implying that there is every possibility that a particular developmental strategy, plan or policy might prove good for a particular group
of employees sharing similar demographic character while it may not for the others. Therefore, the administration is required to ensure that difference in demographical background of the employees is addressed before the implementation of any development plan. Further, it is suggested that the hospital administration in Kashmir should implement different development strategies for different employees depending upon their demographic settings.

6.5 Relationship between HRD climate and performance of hospitals in Kashmir

This study clarifies the effects of HRD climate on the performance of an organization, as all the dimensions of existing HRD climate i.e., Performance appraisal and reward, Feedback and Counselling, Potential appraisal and Career development, Employee welfare and QWL, Organization Development, and, Training and development have been found influencing organizational performance of hospitals in Kashmir. The results can be partially compared with previous research findings. The study confirms that organizational performance will be improved if HRD climate is bettered or improved. Thus, it supports Pareek and Rao (1981) that HRD system can contribute significantly to positive cultural changes, increased productivity, and excellence in organizations. The results of this study also maintain consistency with the findings of Ostroff (1992), Yousef (1998), Judge et al., (2001), Sangmook (2005). The results show that employee welfare and QWL is positively correlated with organizational performance. The literature suggests that positive work related behaviour and attitudes largely depend on employee perceptions as to the extent to which their employer values their contribution and cares about their well-being (Allen et al., 2003). This view is also consistent with social exchange theory (Blau, 1964), which proposes that the psychological contract between employer and the employee is an important determinant of organizational behaviour.

The study reveal positive relations between various HRD interventions (feedback and counselling, potential appraisal and career development, and, organization development) and organizational performance. Several empirical studies have confirmed that certain human resource practices are related to high performance in organizations (Delaney & Huselid, 1996; Martell & Carroll, 1995; Kalleberg & Moody, 1994; Terpstra & Rozell, 1993; Haltiwanger, Lane, & Spletzer 1999). For
instance, Delaney and Huselid (1996) studied 590 for-profit and non-profit firms from the National Organizations Study (NOS) and found positive relations between HR practices such as training and staffing selectivity and perceptual measures of organizational performance. Kalleberg and Moody (1994) studied a similar sample of organizations and confirmed that certain HR policies and practices improve organizational performance. Terpstra and Rozell (1993) studied business firms and found a relationship between five staffing practices and organizational performance. Simon (1998) found that federal bureaus that had received a President's Quality Award had better human resource management and development system. Finally, Martell and Carroll (1995) studied eighteen executive-level HRM practices and found several of them associated with higher firm performance. The key components of HRM and HRD are building human capital through recruitment and employment processes, retaining high performing human capital, maintaining sufficient human capacity to do the agency’s work, and providing employees with sufficient training. Enough evidences exist in the literature not to believe that each of these components is positively related to organizational performance.

The study also demonstrated that training and development is related to organizational performance and thus falls in line with Ng and Siu (2004), Schuler and MacMillan (1984), Bartel (2002) that there is positive link between investment in training and performance. Existing literature suggests that training and development provisions are taken as sign by employees that their organization desires to enter into a special exchange with them, thus, creating a strong psychological bond between them and their employer (Garrow, 2004).

The results suggest that people are an essential organizational resources and a cause of good organizational performance. It is the individuals working in an organization who become the basis for utilization of other resources. The growing realization among researchers is that the human resource is a valuable component for an organization attempting to develop strategic competitive advantage (Wright et al., 1991). Hospitals in Kashmir can be more successful with the delivery of their services when they value their employees and view them not as a cost but as an asset. The administration and the government officials at the helm of affairs are urged to have a better understanding of the significance of employees in public hospitals. In this way, the result of this study also supports the perspective of people-centered management (Peters & Waterman, 1982; Osborne &Gaebler, 1992; Pfeffer, 1994; Becker and
Gerhart, 1996; Rainey, 1997; Pfeffer & Veiga 1999; Brewer & Seldom, 2000; Sangmook, 2005). Pfeffer (1998) opined that people-oriented practices increase employee satisfaction and commitment, and therefore, people work harder and improve business performance results. The public sector health-care institutions in Kashmir also need to provide people-centered practices for promoting public employees’ job satisfaction, organizational commitment, public service motivation, and organizational citizenship behaviors so that the overall performance of the hospitals in Kashmir is improved.

The study also provided for the demographic characteristics of the respondents which were expected to influence organizational performance. Subsequently, to reduce the possibility of such spurious statistical influence the researcher measured demographic control variables: gender, age, job, experience, and salary. Accordingly, in conformity with the problem, the researcher used hierarchical multiple regression (Cohen & Cohen 1983) and entered all the demographic variables into the model in the first step. The results revealed statistically significant impact of various control variables on the organizational performance.

6.6 Conclusion and Suggestions

Besides exploring the relationship between HRD climate and organizational performance, the primary concern of this research has been to study and analyse the existing status of HRD climate and performance of sampled healthcare organizations of Kashmir. The study found the existence of a good HRD climate and equally satisfying performance of health-care sector of Kashmir. The employees in general demonstrated a favourable attitude towards developmental policies being in practice in sample studied hospitals and looked contentious towards their work and the organization as a whole. However the results indicate substantial scope for improvement in the existing HRD structure of hospitals as well as in various factors affecting performance. It is recommended that in order to further strengthen the job related behaviours of employees for better and efficient performance, hospital authorities should patch out and focus on the areas that dissatisfy employees in health-care. The present study observed the following few grey areas requiring concern;
1. Most of the employees have shown disagreement with the reward system in hospitals and have complained that good performances are not fairly acknowledged and rewarded (see item 04 in Table 5.9).
2. The top management in health-care have been found doing usual things and are less concerned about how to make employees stay at work more joyous and comfortable (see item 01 and 03 in Table 5.12).
3. The overall training and development culture is found above par however, employees are seen dissatisfied with the efforts been made to identify, upgrade and utilize the potential of employees in hospitals (see item 05 in Table 5.13).
4. Employees in health-care significantly differ in their perception with regard to their demographical character. The management is thus, suggested to pay due attention to these differences and take decisions accordingly.
5. Employees with lower salaries have shown agreement with the prevailing developmental climate and performance of health-care sector of Kashmir while the highly paid employees are found dissatisfied. The highly paid employees mostly include senior staff with many years of experience.

Health-care is a service based industry which employs people to sell its services. However, to keep these people intact with the changing requirements of the complex business environment, they must continuously be developed. Therefore, to ensure the continuous development of the human resource it is necessary for the firms to create a system within the system which is self-reinforcing, self-enhancing to update, upgrade, rejuvenate, and re-invent new skills, learning and knowledge within people to help them maintain pace with the dynamic business environment. Hospitals in Kashmir must focus on ensuring a congenial developmental climate which is conducive to work and supportive for employees. The top managements are required to invest considerable amount of time and efforts to make sure that employees enjoy their work. They should also put in lot of efforts to identify and utilize the potential of employees. Training is an important tool to help people update their skills and also attain new skills. Management should go out of the way to identify training needs of the employees and ensure skill development via sponsored development programmes.
6.7 Limitations of the Study and Directions for Future Research

1. The state of Jammu Kashmir is the union of two divisions. While, the concern of present study is limited to Kashmir division only. Moreover, Kashmir for the sake of present study means Indian administered part only. The future researchers may take into cognizance the whole region of J&K as the area of research.

2. The heath-care structure Kashmir is three dimensional consisting of major multi-specialty and specialty hospitals at the top level, district hospitals at the next level and block level health units and primary health centers at the bottom. However, the researcher analyzed middle-level health institutions only, which include district hospitals of Kashmir. Thus maintaining enough scope for future research to be undertaken in this direction.

3. Further, the study focused on a single HR aspect i.e., development of employees in health-care. The researcher analyzed the perception of employees regarding HRD within sampled hospitals and attempted to link that with the performance. However, no other HR function (like planning, recruitment, selection, compensation etc.,) was considered for the study. Further research may include some other HR functions also to add more clarity to the field of HRM in healthcare.

4. The results though generated from the analysis cannot be generalized for other sectors apart from health-care. Since the results would differ depending upon the HRD infrastructure they are in control of.

5. The results of the study are to a large extent based on primary data collected through questionnaire survey method. There is possibility of all problems attached with questionnaire method.

6. The survey of sampled hospitals was conducted soon after eight months of historic catastrophic floods that hit Kashmir during Sep, 2014. The floods ruined most part of the valley and left many hospitals and other infra-structure partially destroyed. Therefore, the employees of such hospitals were still working in pathetic conditions which affected their perception and thus the survey.
7. Given the paucity of time, money and other resources the sample size for the study was confined to 285 respondents only. However, the future researchers may extend this number to the limit desirable.

### 6.8 Summary of the Stages of Research

Research is a systematic way to uncover the truth. It is a sequential process which follows a step wise approach to reach to the conclusion. This particular research has been carried out with a view to explore the relationship between the existing developmental climate at the organisation and the performance of such organization. The study has been conducted in ten district-level healthcare institutes of Kashmir (J&K). At the outset in chapter first, the researcher provides a brief introduction to the topic and describes the various objectives behind conducting this particular research. The same chapter discussed in detail the research methodology to be followed by the researcher to get to the conclusions. The second chapter of the thesis has been devoted to the review of existing body of literature. The primary aim of this section has been to know: What has already been done? and, What is there yet to be explored? The chapter analysed the gap in the existing literature and provided a direction to the present research.

In chapter third the researcher deliberates deep upon the concept, evolution, history, and, foundations of human resource development. It brings into light the underlying theory and the core beliefs of human resource development as a field of study. Though various criticisms attached, its future has also been discussed. The fourth chapter ponders some light on human resource development climate, organizational performance and their relationships, and also discusses in detail the concept of hospital, various kinds of hospitals and their ownerships. It also provides a brief account of evolution of hospitals in Kashmir and gives an overview of the structure of healthcare in the region.

Fifth chapter contains the analysis and interpretation part of the study. It exhibits the application of various statistical procedures on the data and their interpretations. Accordingly, the various hypotheses made for the study in the first chapter are tested in this chapter and the results are discussed in the light
of earlier research.

The sixth and last chapter is about the summary of findings, conclusions and suggestions. It brings into light, in a very lucid form, the outcome of this research. In consequence, on the basis of findings of this study conclusions about the phenomenon concerned are drawn and various suggestions regarding the problem have been made in this section. Subsequently, a note on various limitations of the study and directions for future research concludes the last chapter.

6.9 Chapter Summary

To summarise, this is the sixth and final chapter of the study and deals particularly with the conclusion, findings and suggestions. At this juncture, the various findings of this study have been discussed at length, conclusions are drawn, and suggestions have been made. The study has revealed an above average HRD climate and equally satisfying performance of hospitals in Kashmir. Besides, positive relations between HRD climate and performance have been reported. The researcher in this section provided many suggestions to further improve the developmental climate and performance of healthcare organizations in Kashmir. Subsequently, some limitations attached with this study and directions for future research have also been brought to light in this chapter. Finally, a brief summary of earlier chapters or stages of research concludes this chapter.