A STUDY ON HR PRACTICES ON ORGANISATIONAL CLIMATE OF A MULTISPECIALITY HOSPITAL IN KERALA

A. SUNIL FRANKLIN*
DR.P.R.MUTHUSWAMY**
ANITHA.P***

*Head & Assistant Professor- Dept. of Hospital Administration, Dr. N.G.P Arts & Science College, Coimbatore, Tamil Nadu, India
** Principal, Dr. N.G.P. Arts and Science College, Dr. N.G.P. Nagar, Kalapatti Road, Coimbatore, Tamil Nadu, India
***Assistant Professor, Dept. of Hospital Administration, Dr. N. G. P Arts & Science College, Coimbatore, Tamil Nadu, India

ABSTRACT
The apparent lack of quality of work life might have a negative effect on the productivity of health care workers. In the corporate business management lots of importance and increasing attention has been given to the idea of “climate strength” – the level of agreement about climate within a working group or organization. At present the literature is unclear about the extent to which climate strength is a positive attribute, and is concerned predominantly with small teams or organizational units and not as a structure of an organization as a whole. Organisational climate is the manifestation of attitudes of organisational members towards the organisation itself.

KEYWORDS: Organizational Climate, Quality of Work Life, Workforce, Hospital Management, Communication Skills, Team Work

INTRODUCTION
Human resources management is important for the survival of health care organisations. There is, however, a concern about the quality of work life, experienced by health care workers. The apparent lack of quality of work life might have a negative effect on the productivity of health care workers. In the corporate business management lots of importance and increasing attention has been given to the idea of “climate strength” – the level of agreement about climate within a working group or organization. At present the literature is unclear about the extent to which climate strength is a positive attribute, and is concerned predominantly with small teams or organizational units and not as a structure of an organization as a whole. Organisational climate is the manifestation of attitudes of organisational members towards the organisation itself. Climate may be thought of as the perception of the characteristics of organisation. It conveys the impressions people have of the organisational environment which they work. Most authors feel that it is a complex, multi-level and multidimensional phenomenon (Glick, 1985)1, derived from employees perceptions of their experiences within an organization, stable over time, and widely shared within an organizational unit (Koys & DeCotlis, 1991)2. It may also be viewed as the degree
to which organisational rules are enforced by the administrative component. It may also refer to the extent to which persons are treated as human beings rather than machines. Dimensions of organisational climate include the dominant orientation of the organisation is the main concern of its members, and this is an important determinant of climate. If the concern is to adhere to established rules and regulations, the climate will be characterised by control; on the other hand, if the orientation is to produce excellence, the climate will be characterised by achievement called members orientation. An organisation’s interpersonal relationships are reflected in the ways informal groups are formed, and operate to satisfy social needs of members. If the individual are sufficient freedom to work, there will be efficiency in operations and Degree of control- The control system may be either rigid or flexible. Kopelman, Brief & Guzzo (1990) for example identified societal and organizational culture as antecedents of organizational practices, specifically HR practices. How these are enacted gives rise to the particular employee perceptions and interpretations which are measured as organizational climate.

Developing an effective climate is therefore a key component for any organisation seeking to increase their productivity. Climate can be described as unwritten rules or the way things are around an organization. It is a complex blend of attitudes, expectations, policies and norms that effect motivations and behavior. Within every organisation climate exists. Within every team or workgroup a climate exists. Effective change can be developed by right climate. Conversely, an unhealthy or inappropriate climate will impede change, choking productivity. Climate is therefore an critical element affecting success of change programmes in an organization.

This paper considers three theoretical perspectives of climate strength extending to the organizational level in a healthcare service. These three roles of climate strength are then tested in a multispecialty hospital in Kerala.

**Statement of research problem**

Organization climate refers to working environment of employees in the organization. It influences the performance of employee. It is a set of properties of work environment, perceived directly or indirectly by the employees. It identifies areas of employees’ satisfaction and dissatisfaction to facilitate management in the creation of a good work atmosphere.
Objectives of the study

- To study the effectiveness of work within the organization
- To study the opinion of employees regarding organization climate
- To study the relation among employees

Research design

Here this study was done based on descriptive study. Primary data collection was done with the help of interview method and questionnaire method. The total population of study involves 270 employees of the multi speciality hospital where the study was done. The sample size is all the 270 employees of the hospital.

Tools of the study

The tools used for analysis are Simple percentage analysis, Descriptive statistics- NPar Tests, Curve fit with neutral as base and G-Graph with neutral as variant

Materials and Methods

The data were collected in a 150-bed multi-disciplinary super-specialty hospital, Alappuzha (Dist), Kerala. Questionnaire method and interview method were the methods used for data collection. The sampling was with a total population of study involving 270 employees of the multi speciality hospital. The researcher was personally involved in choosing the data pertaining to the study period and analyzing them with the chosen protocols. It was given the assurance that the data would be used only for academic purpose and were assured absolute confidentiality and anonymity on the information will be maintained. A thorough follow-up was done in person to expedite the process of details in the available organizational HR system.

Results and discussion

Fig: 1 Figure showing employee opinion about how much organisation takes care of people who work for it
It is found from the study that 25% of respondents strongly agreed, 57% of respondents agreed, 7% of respondents in neutral and 5% of respondents strongly disagreed and 6% disagreed to the statement organization takes care of people who work for it.

**Figure: 2 Figure showing that team members are supportive**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>33%</td>
<td>40%</td>
<td>10%</td>
<td>7%</td>
<td>10%</td>
</tr>
</tbody>
</table>

It is found that 33% of respondents strongly agreed, 49% of respondents agreed, 10% of respondents in neutral, 7% of respondents disagreed and 1% of respondents strongly disagreed to the statement team members are supportive.

**Figure: 3 Figure showing communication to the management is possible**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>24%</td>
<td>50%</td>
<td>12%</td>
<td>8%</td>
<td>5%</td>
</tr>
</tbody>
</table>

The study found that 24% of respondents strongly agreed, 50% of respondents agreed, 13% of respondents in neutral, 8% of respondents disagreed and 5% of respondents strongly disagreed to the statement communication to the management is possible.
The study was also able to find that 22% of respondents strongly agreed, 64% of respondents agreed, 4% of respondents in neutral, 8% of respondents disagreed and 2% of respondents strongly disagreed to the statement.

Hospitals are large and complex organizations, and so differ considerably from most groups previously studied in the climate strength. The structure of these organizations is such that individuals may belong to one, or several, work groups or teams, each with its own tasks but which often require working together with members of other groups to provide patient care. This cross-working between teams and departments is one reason why organizational climate can develop, and also suggests that a lack of agreement about climate may represent a less integrated organization.

Given the nature of the hospital as an employer, it is understandable that this management ideology should be espoused in an internal context which requires integration, collaboration, training and development within a caring community. It can be seen that there are significant relationships between Well-being, and Quality. These are both in the expected direction (the better the climate, the higher the performance is rated).
The descriptive statistical analysis found that the mean of employees who chose strongly agree was 70.50 with a standard deviation of 13.33 and ranged from a minimum of 60 employees for the Environment is comfortable factor to a maximum of 90 employees for the Team members are supportive factor. The mean of employees who agreed was the maximum with 148.50 with the maximum standard deviation of 18.77 with 131 employees choosing the minimum when asked about whether Team members are supportive and maximum response was 172 when asked about whether the Environment is comfortable. The mean of the employees who opted for the factor neutral was 23.50 with a standard deviation of 10.344. The minimum employees who opted for the neutral category was for the factor whether the Environment is comfortable and the maximum opted for neutral for the factor if the Communication to the management is possible. The mean of the employees who disagreed for these factors was found to be 18.75 with a standard deviation of 1.5. With the minimum of 17 employees disagreed with the factor that Organisation takes care of people who work for it and a maximum of 20 employees disagreed for both the factors Communication to the management is possible & Environment is comfortable. The employees who opted for strongly disagree for the said factor had a mean level of 8.75, with a minimum of 4 employees strongly disagreeing for the factor about Team members are supportive and a maximum of 13 employees strongly disagreed about whether Communication to the management is possible.
The curvefit diagrams of the 5 factors taken into consideration with neutral as base line (N=23) gives the study a better view with less orientation of the cure in the strongly agreed category and agree group. Major fluctuations are seen with disagree and strongly disagree group showing inconsistency.

Figure: 6 G-Graph with neutral as variant

...
The study is further confirmed with the G-Graph showing equal changes in the agreed and strongly agreed group and also showing the uneven process in disagree group and strongly disagree group.

Almost half of the hospital employees who need to interact with other teams and departments in order to achieve their tasks feel that team members are less supportive. However, this is not necessarily the case for all employees or all teams. A very strong climate might arise through senior management prescribing strict rules about how teams and departments should interact with one another. For individuals and teams whose main task does not involve collaboration with others, this could be to the detriment of their performance. Moreover, a strong organizational message about such a climate dimension could be reflective of a generally perceived “top-down” approach in the organization, with individual employees, teams and departments having less scope for autonomy, creativity, and innovation, in turn stifling their performance. In contrast, however, a very weak climate may imply that departments, teams or individuals are “doing their own thing”, with little common direction or purpose. Some issues like vacancies are not filled in time so that extra effort is put to do the work, management delays in finding solution regarding difficulties in work and Working hours is more for nurses since they have only two shifts were some of the issues brought in by some employees.

Overall organisational climate is good as they provide adequate facilities for working environment. Employees are satisfied with the working environment as the management concerns about the employees and giving attention to their needs. For better arrangement of work, organisation considers the priorities and thus it helps to maintain a good fellowship. The focus on engaging the staffs in all parts of the organization was found particularly in the issues of systematic communication use for getting the work done with quality and specific standards.

Summary and Conclusion
Distinguishing efforts like communication skills, team work approach was emphasised and training and development were done by the HR department. The hospital is increasingly under pressure to operate more efficiently and effectively due to the changing demands of the patients and new quality standards and government laws and it also has to respond to the challenges of increased market orientation. The most crucial factor in taking up these challenges involves all the personals across the organization managers, professionals,
specialists, nurses etc. working in this sector. The thesis builds on the strategic HRM literature, HRM process models, and climate literature and bridges ‘macro’ (organizational level) and ‘micro’ (individual level) research. More specifically, the thesis is focused on the mediating role of strategic climate in the relationship between HRM and organizational climate. According to the strategic climate approach a strategic climate should encourage employees to respond and behave in ways that support the strategic objectives of the organization. Moreover, the results show that employee perceptions of the HR system help to create strategic climate perceptions, which in turn affect relevant employee outcomes and also help the organization in filling the gaps and prevent large number of staff turn around number. In order to take into account the specific characteristics of the hospital context, and to bridge the gap between research and practice, a contextually based research approach is applied.

References