

# Impact of HRD Climate on Job Satisfaction: A Study of Staff Nurses working in Government District Hospitals in Punjab

Rajpal Kaur, Ph.D Research Scholar, Punjabi University Patiala, India, rajpal.bfcmt@gmail.com

**Abstract :** Human Resource Development Climate is unique characteristic of any particular organization because the dimensions it consists of vary from one organization to other organization, so for one organization some dimensions may be of keen importance while for the other organization dimensions under study may not play that much important role. The present study focuses on HRD Climate of government hospitals in Punjab and Job satisfaction of staff nurses working there. The impact of dimensions of HRD Climate (General Climate, HRD Mechanisms & OCTAPAC Culture) on Job Satisfaction was also assessed. The sample of the study consists of 100 staff nurses working in government district hospitals in Punjab. The scale used in the study to measure HRD Climate is HRD Climate Survey given by Rao and Abraham (1990), and to measure job satisfaction scale given by C.N. Daftuar is used. The results of the study proved that HRD Climate has a significant impact on job satisfaction.

**Keywords** —HRD Climate (HRDC), General Climate (GC), Government District Hospitals, HRD Mechanisms (HRDM), OCTAPAC Culture (OC), Job Satisfaction (JS).

## I. INTRODUCTION

The manpower plays a vital role to increase the profit of any organization (Kilic, 2013). In this world of high competition, management always has a tendency to increase the productivity of the staff, but in order to increase the output level of employees, management must take care of the working environment, policies and practices of the organization as HRD Climate is a deciding factor for the performance of staff (Gholami et al., 2015).

Based on the literature review of previous studies done in the field of organizational climate, **Pritchard and Karasick (1973)** defined HRD climate as unique inner environment of an organization basis of which is policies, practices and procedures as set by policy makers and top management.

When organization sets some parameters and defines a standard or makes some rules regarding these parameters, HRD climate comes into picture. These parameters are related to behavior and attitude expectations from the members of the organization. Also these parameters work as a guide for members that being a part of the organization how are they supposed to behave or react (**Campbell et al. , 1970**). Results are more positive in the organizations where management makes sure that viewpoint of staff matters in the decision making and where ideas given by employees are encouraged (Gholami et al., 2015).

**Forehand and Gilmer (1964)** suggested that HRD climate plays a great role to motivate/demotivate employees. They have given much importance to the interpersonal

relationships while defining organizational climate. Relation of an employee with other employees and with superiors is an important constituent of organizational climate. As inside an organization leadership style, behavior of leaders and colleagues contributes towards job involvement of an employee so there is always a need or duty of management to keep a check upon the interpersonal relationships at work.

HRD climate is perception of employees about various policies of an organization that in turn has an impact on the well-being of employees. This perception is directly related to efforts exerted at work. So analysis of these constituents is very much necessary with main focus on attitude of employees. Because it is not the actual environment but it is the perceived environment existing inside the organization that in turn impacts behavior at work **Hellriegel and Slocum (1974)**.

## II. REVIEW OF LITERATURE

**Moran and Volkwein (1992)** defined organizational climate as the collective viewpoint of the workforce of an organization regarding important characteristics like organizational support, organizational justice, empowerment in decision making, faith, reward structure etc. It works as a base to show the exact situation existing inside the organization as it in turn affects the behavior of staff members and important elements of organization's culture like values, beliefs and attitudes are imbibed into organizational climate.

**Gerber (2003)** has also given importance to the key elements of the work environment that in turn are a basis for perceived fairness inside the organization and play an important role in influencing the behavior of staff and in turn organization's productivity and profits. So these key elements demand a lot of care as finally organization's profit is connected to these fundamental elements.

**Roch et al. (2014)** conducted a study in an urban hospital in the province of Quebec, Canada to find out the impact of Organizational Climate of hospital on nursing care services imparted by Registered Nurses. The study consisted of Quantitative as well as Qualitative Data. Quantitative data was collected from 292 nurses using questionnaire method while qualitative data was collected by discussion with 15 Registered nurses. The dimensions of Organizational Climate that were used were nature of work, role ambiguity, workload, behavior of leaders, interpersonal relationships, organizational policies regarding participation of staff in decision making, empowerment of staff and organizational justice. Results of the study concluded that out of the various dimensions mentioned above role clarity and perceived workload are most significantly related to love, affection and care in registered nurses' nursing practices. Some other variables like no. of years of service, level of education and some other variables related to characteristics of patients play role of control variables while determining relationship between organizational climate and nursing care services. As the high intensity of workload and role clarity has direct influence on turnover rate. So hospital industry should have a great concern about the existing organizational climate inside the hospitals.

**Rojas et al. (2014)** conducted a study to compare the organization climate and job satisfaction among various professional roles in public and private hospitals and according to the results of the study job satisfaction is more in case of private hospitals, the reason cited by the author is that as public sector organizations are influenced by more bureaucratic environment whereas private sector management mainly focuses on performance or profits and motivates its staff-members to become better performers, So in terms of leadership style also, money works as a driving force for managers in private sector, whereas public interest is more important for leaders in public sector. Available training opportunities are perceived lesser favorable by private sector employees than public sector employees. As per perception of private hospital staff, training opportunities are not provided to all the employees equally and staff members are not having proper knowledge about the training programmes conducted by these hospitals. As per author as organization change is most important factor now-a-days, such organizational climate surveys should be conducted frequently by organization to have an idea about flaws existing in the various climate dimensions. Tuscan healthcare organizations even discuss

these issues with their staff members to have a better organizational climate.

**E. A. Abou Hashish (2015)** conducted a study on 500 nurses in Egypt to find out the relationship between ethical work climate, perceived organizational support, job satisfaction, organizational commitment and turnover intentions. Ethical climate questionnaire consisted of questions to measure the extent to which organization decisions are based on some standard local rules professional code of conduct employee-self values and beliefs and how much supportive organization policies and procedures are perceived by its employees. Correlation between various parameters proved that more favorable is the perception of employees in terms of organizational support, higher is the employee commitment towards organization. Ethical Climate plays an important role to induce job satisfaction among employees. So to reduce the turnover rate, supportive organizational climate should be existing in the organization.

**Prasetio et al. (2017)** conducted a study on staff of state owned bank in Bandung, Indonesia. The variables used in the study were organizational commitment, organizational citizenship behavior and job satisfaction. The aim of the study was to find out the relationship between these variables. 5-point Likert scale was used to collect data about these variables. Results of the study concluded that more is the job satisfaction in terms of reward structure, relationship with colleagues and superiors, characteristics of job and promotion perspectives more will be the positivity in behavior of staff. Also through the results of the Bootstrap confidence interval technique used in the study it was observed that organizational commitment works as a mediator for describing the relationship between job satisfaction and organizational citizenship behavior.

### III. OBJECTIVES OF THE STUDY

1. To examine the perception of staff nurses regarding HRD Climate (General Climate, HRD Mechanisms & OCTAPAC Culture) of government district hospitals.
2. To examine the level of job satisfaction of staff nurses working in government district hospitals.
3. To examine the relationship between perceived HRD Climate of government district hospitals & job satisfaction of level of staff nurses working there.

### IV. HYPOTHESIS

For the third objective of the study, the null hypothesis is:

H<sub>0</sub>: There is no significant relationship between perceived HRD Climate of public hospitals & level of job satisfaction of nurses working in the hospital.

## V. RESEARCH METHODOLOGY

### A. Sample of the Study

The population of the study consists of staff nurses working in the government District Hospitals in Punjab. A total of 100 staff nurses were selected randomly from 20 district hospitals in Punjab.

### B. Instruments used in the study

To examine the perception of nurses regarding HRD Climate, HRD Climate Survey given by Rao and Abraham (1990) was used in this study. This instrument contains 38 statements, which are measured on 5 point Likert scale where 5 signifies that HRD Climate is perceived as extremely favorable on that particular item and 1 indicates that perceived HRD Climate is extremely unfavorable. Mean score of around 3 implies average perceived HRD Climate, which means hospital management can work for betterment of existing policies and procedures. Mean score of around 4 indicates favorable perceived HRD Climate but the scope of improvement still exists. Mean score of 2 indicates unfavorable perceived HRD Climate and demands attention for improvement of existing practices. Total 38 statements are divided into 3 groups to measure General Climate, HRD Mechanisms & OCTAPAC Culture.

Job Satisfaction Scale developed by C.N. Daftuar consisting of 19 items including 2 which measure separately overall satisfaction with the company and overall satisfaction with the work was used for the purpose. The respondents were asked to rate each statement on a five point scale ranging from 5 (strongly agree) to 1 (strongly disagree).

### C. Reliability of the Instruments used in the study

Cronbach's alpha of the two scales used is

- HRD Climate Scale = .96
- Job Satisfaction Scale = .95

### D. Statistical Tools used in the study

For the analysis of data, Mean, Standard Deviation were calculated by using MS Excel 2007 SPSS Software (version 16) was used for statistical tests Correlation and Regression analysis.

## VI. ANALYSIS OF DATA

### A. HRD Climate

The statement wise mean scores and standard deviation are presented in the table 1.

HRD Climate: Mean & Standard Deviation			
HRD Climate Factor	Item No.	Mean	Standard deviation
General Climate	1	2.71	0.9016
	2	3.44	0.9842

	3	3.48	1.0932
	4	3.29	0.9256
	5	3.09	0.8014
	6	3.46	0.9934
	7	3.31	1.0158
	8	3.56	0.8635
	9	3.81	1.0542
	10	3.98	0.9324
	11	3.51	0.8968
	12	3.47	1.0245
	13	3.12	0.9628
	18	3.82	0.9912
<b>Mean Score of General Climate</b>		<b>3.43214</b>	<b>0.5481</b>
<b>HRD Mechanisms</b>	14	2.81	0.9735
	15	3.52	1.0147
	16	3.72	1.0967
	17	2.96	0.9946
	19	3.09	0.9584
	20	3.63	1.0268
	21	3.56	0.9263
	22	3.68	0.9358
	23	3.16	1.0392
	24	3.71	0.8831
	25	3.65	0.9137
	26	3.18	0.8952
	37	2.98	0.9657
	38	3.08	1.0381
<b>Mean Score of HRD Mechanisms</b>		<b>3.33783</b>	<b>0.5166</b>
<b>OCTAPAC Culture</b>	27	3.94	0.8914
	28	3.62	1.0195
	29	3.59	1.0427
	30	3.07	0.9376
	31	3.17	0.9021
	32	3.62	0.8873
	33	3.66	0.9217
	34	3.58	0.9815
	35	2.62	1.0359
	36	2.83	0.9926
<b>Mean Score of OCTAPAC Culture</b>		<b>3.37</b>	<b>0.5338</b>
<b>Overall HRDC</b>		<b>3.38</b>	<b>0.5326</b>

The overall mean score of perceived HRD Climate was **3.38** which indicate the existence of a just above average degree of perceived HRD Climate. In terms of the dimensions of HRD Climate, i.e. General Climate, HRD Mechanisms & OCTAPAC Culture following observations are made:

1. From the statements for General Climate, the mean score for statement no. 9 (3.81), statement no. 10 (3.98), statement no. 18 (3.82) was observed more than the mean score for other statements which indicates that staff nurses in the hospitals are helpful to each other, they don't hesitate to discuss their personal issues with their supervisors and they don't keep any kind of mental reservations about each other. The mean score for all statements except the statement no. 1 is found above 3 that means above average.

2. From the statements for HRD Mechanisms, the mean score for statement no. 16 (3.72), statement no. 24 (3.71), statement no. 22 (3.68), statement no. 25 (3.65) and statement no. 20 (3.63) was observed more than the mean score for other statements which indicates that staff nurses in the hospitals are appreciated by supervisors when they do good work, When staff nurses are sponsored for training, they take it seriously and try to learn from the programmes they attend. When behaviour feedback is given to staff nurses they take it seriously and use it for development. When any staff nurse makes a mistake, his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him. The mean score for all statements except the statement no. 14 and statement no. 17 is found above 3 that means above average.

3. From the statements for OCTAPAC Culture, the mean score for statement no. 27 (3.94), statement no. 33 (3.66), statement no. 32 (3.62), statement no. 28 (3.62), statement no. 29 (3.59) was observed more than the mean score for other statements which indicates that staff nurses in the hospitals trust each other, Team spirit is of high order in the hospital, When seniors delegate authority to juniors, the juniors use it as an opportunity for development. Employees do not feel afraid about their expression of/ or discussion of their feelings with their superiors, Employees are not afraid to express or discuss their feelings with their subordinates. The mean score for all statements except the statement no. 35 and statement no. 36 is found above 3 that means above average.

**B. Job Satisfaction**

The statement wise mean scores and standard deviation are presented in the table 2.

Job Satisfaction		
Item No.	Mean	Standard deviation
1	3.65	0.8037
2	3.52	0.8629

3	3.52	1.0925
4	3.62	0.9638
5	3.12	0.9215
6	2.46	1.0158
7	2.98	1.0362
8	3.01	0.9183
9	3.82	0.8832
10	3.26	1.0491
11	3.12	1.0823
12	3.26	1.0284
13	2.76	1.0336
14	3.56	0.9975
15	3.18	0.9439
16	3.29	1.0442
17	2.85	0.8307
18	3.28	1.5283
19	3.11	0.8148
<b>Overall JS</b>	<b>3.23</b>	<b>0.5031</b>

The overall mean score of perceived Job Satisfaction was 3.23 which indicate the existence of a just above average degree of Job Satisfaction. From the statements for Job Satisfaction, the mean score for statement no. 9 (3.82), statement no. 1 (3.65), statement no. 4 (3.62) was observed more than the mean score for other statements which indicates that staff nurses in the hospitals are happy with the inter-personal relations with their colleagues, staff nurses are also happy with variety of tasks provided by their job, staff nurses are also happy with the stability provided at job. The mean score for all statements except the statement no. 6, statement no. 7, statement no. 13 and statement no. 17 is found above 3 that means above average which shows that staff nurses are satisfied with the job and the hospital as a whole.

**C. Relationship between Climate and Job Satisfaction**

Correlation analysis was used to analyze the relationship between HRD Climate and Job Satisfaction. The same is shown in Table no. 3.

Cocorrelation of Job satisfaction with the sub-dimensions of HRDC was also calculated. The pearson correlation coefficient for correlation between Job satisfaction and HRDC was 0.762, between Job satisfaction and GC(General Climate) was 0.712, between Job satisfaction and HRDM(HRD Mechanisms) was 0.684, between Job satisfaction and OCTAPAC Culture was 0.698. Thus it is clear from the observations that HRD Climate is an important factor to increase the Job satisfaction.

Regression analysis was also carried out to find the impact of HRD Climate on Job satisfaction. F value- 104.257 is significant at 5% level of significance. Adjusted R square value is .604. It means that 60.4% of variance in the values



of Job satisfaction is explained by HRD Climate. So it also clarifies that hospital management should work on HRD Climate as it plays an important role to describe the Job satisfaction. Because of high correlation between individual components of HRD Climate and thus chances of multi-

collinearity, impact of individual factors is not calculated in the study.

**Correlations**

		HRDC	JS	GC	HRDM	OC
HRDC	Pearson Correlation	1	.762**	.921**	.918**	.938**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
JS	Pearson Correlation	.762**	1	.712**	.684**	.698**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
GC	Pearson Correlation	.921**	.712**	1	.724**	.663**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
HRDM	Pearson Correlation	.918**	.684**	.724**	1	.748**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	100	100	100	100	100
OC	Pearson Correlation	.938**	.698**	.663**	.748**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

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

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.762 <sup>a</sup>	.628	.604	.29277	0.628	104.257	1	98	.000

a. Predictors: (Constant), HRDC

**VII. FINDINGS & SUGGESTIONS**

The results of the present study concluded that there exists a positive relationship between HRD climate and job satisfaction. So the management of the hospital should improve climate to induce job satisfaction among staff nurses in the hospital. Further, based on the analysis of statements, management should take care of the following factors:

1. As for the statement no. 1 in the general climate, mean score is below 3 means below average. The management should make efforts to make the work environment more conductive so that staff nurses enjoy working in the hospital.
2. Among the statements for HRD Mechanisms, mean score for statement no. 14, 17 & statement no. 37 mean score is below 3 means below average. Thus management needs to improve its promotion policy as the employees perceive that favoritism matters more in the promotion than suitability of the candidate for the particular position. So management needs to become fairer in this case. Management should also improve performance appraisal system as the employees perceive that appraisal reports are not the true reflection of the objective assessment of employ rather these reports are perceived as biased. An

improvement in the welfare activities inside the hospital is also required.

3. In terms of OCTAPAC Culture, Seniors and supervisors should always counsel the employees regarding growth in the career path and the future prospects of the hospital development should be made known to the employees, so that they can stay proactive to inculcate within themselves skills required for the new positions and can make their career better. Management should give a concern towards existing career development policies.
4. Among the dimensions of Job Satisfaction, satisfaction with pay structure, career opportunities and policies of the company is less. So management can work upon these dimensions to improve job satisfaction.

Unbiased and participative management policies should be given more care. Because literature supports that employees satisfaction is more for the policies regarding which decisions are taken collectively rather than the policies that are imposed on the workforce. Moreover, it is observed from the mean score for the statements that some scope exists for improvement in every parameter related to HRD climate as well as job satisfaction. Management of the hospital can do the cost benefit analysis for taking further

steps for the improvement in these parameters. This study supports that inner climate of an organization is an important attribute for job satisfaction of the workforce. Necessary steps can be taken to improve the overall HRD climate and in turn to improve the job satisfaction of the staff.

## VIII. CONCLUSION

As per existing literature job satisfaction is linked to performance, turnover rate, productivity, organizational commitment, organizational citizenship behavior and motivation. In case of health care sector increased job satisfaction can lead to improved patient care services and in turn will have a positive impact on patient satisfaction. Customer satisfaction bears an important role behind customer retention and new customer acquisition.

Thus increased job satisfaction of staff members of an organization can lead it on the path of success. But low level of job satisfaction induces anxiety among the workforce and leads to low job commitment.

As the inner climate of an organization is related to job satisfaction so management of an organization should pay attention to its policies and procedures related to Performance Management System, Incentive Management System, existing working conditions, leadership style, Career Management System so that a win-win situation can be created for the management as well as staff.

The periodical review of dimensions that constitute an important part of organizational climate is a must doing task for the organization. The review can be done with the help of the experts connected with that particular area. Based on the outcomes of this review, proper process should be initiated to know about the gaps/limitations in the existing system and timely steps should be taken as a part of corrective measures. Because long term ignorance of the deficiencies existing in the basic HRD climate factors may lead to increased aggression activities like strike etc. and may become a source of harm to the dignity of the organization. The policy makers should ensure participation of representative of employees while taking important decisions regarding various factors of HRD climate. Participative decision making should be encouraged by the management. Literature supports that benevolent leaders can do wonders to make ensure that inner climate of an organization is supportive, conductive and collaborative so that it will lead to increased job satisfaction of staff and increased productivity of the organization.

So the study concludes that HRD Climate is an important parameter on which management can work upon to increase the job satisfaction of staff nurses in the government hospitals in Punjab. As this study is focused on hospitals, further study can be carried out in other organizations. The impact of HRD Climate on other dimensions like organizational commitment, organizational citizenship

behavior, Turnover intentions, or patient satisfaction can be assessed.

## REFERENCES

- [1] A. P. Prasetyo, T. Yuniarsih, and E. Ahman, "Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behaviour in State-owned Banking," *Universal Journal of Management*, vol. 5, no. 1, pp. 32-38, 2017.
- [2] C. N. Daftuar, "Job Satisfaction among Government Workers: A Comparison of Three Measures", *Journal of Vocational Behavior*, vol. 57, pp. 33-39, 2001.
- [3] D. Hellriegel, and J. W. Slocum, "Organizational Climate: Measures, Research and Contingencies," *Academy of Management Journal*, vol. 17, no. 2, pp 255-280, 1974
- [4] D. Rojas, C. Seghieri and S. Nuti, "Organizational climate: Comparing private and public hospitals within professional roles," *Suma de Negocios*, vol. 5, no. 11, pp. 10-14, 2014.
- [5] E. A. Abou Hashish, "Relationship between ethical work climate and nurses' perception of organizational support, commitment, job satisfaction and turnover intent," *Nursing Ethics*, vol. 24, no. 2, pp. 151-166, 2015
- [6] E. Kilic, "The Relationship Among Organizational Commitment and Organizational Citizenship Behavior- A Research Study on Call Center Employees," *ISGUC The journal of Industrial Relations and Human resources*, vol. 15, no. 3, pp. 82-96, 2013.
- [7] E. T. Moran, & J. F. Volkwein, "The cultural approach to the formation of organizational climate," *Human Relations*, vol. 45, no. 1, pp. 19-47, 1992
- [8] F. J. Gerber, "Die invloed van organisasieklimaat op werksmotivering. (The influence of organisational climate on work motivation)" Unpublished M.Comm dissertation. Pretoria: University of South Africa, 2003.
- [9] G. A. Forehand, and G.V. Haller, "Environmental variations in studies of organizational behavior," *Psychological Bulletin*, vol. 62, no. 6, pp. 361-382, 1964.
- [10] G. Roch, C. Dubois, and S. P. Clarke, "Organizational climate and hospital nurses' caring practices: A Mixed-Methods Study," *Research in Nursing & Health*, vol. 37, no. 3, pp. 229-240, 2014.
- [11] J. P. Campbell, M. D. Dunnette, E.E. Lawler, and K.E. Weick, *Managerial Behavior, Performance, and Effectiveness*, New York, NY: McGraw-Hill, 1970.
- [12] R. D. Pritchard, and B.W. Karasick, "The effects of organizational climate on managerial job performance and job satisfaction," *Organizational Behavior and Human Performance*, vol. 9, no.1, pp. 126-146, Feb. 1973.
- [13] S. Gholami, M. S. Keykale, M. Tir, F. D. Ramandi, M. Karimi, and R. Rajaei, "Investigating the relationship between organizational climate and organizational citizenship behavior among staff in hospital," *European Journal of Biology and Medical Science Research*, vol. 3, no.3, pp. 54-63, Jun. 2015.
- [14] T. V. Rao, and E. Abraham, "HRD Climate in Indian Organizations" in T.V.Rao "Readings in HRD, Reprint 1999 Oxford & IBH Pub. Co.d.,1985.