

# The Impact of Performance Management in Human Resource Development Practices in Select Corporate Hospitals in Andhra Pradesh

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**Abstract - Human Resource Development as a system depends on work itself which generates a higher degree of responsibility for the employees. Performance is the extent of achievement of the responsibilities that craft an individual's career. It specifies how brilliant an individual is satisfying the job demands. Performance Management is setting up of SMART Objectives to achieve individual as well as organizational goals. Performance Management is one of the Individual HRD Practices which makes an employee aware of his performance through regular checks and feedbacks wherein the achievement of organizational goals is the criteria. Good HRD Practices aims in facilitating the required environment for the achievement the SMART Objectives. Performance Management focus on development and training of an employee so that the organizational objectives are achievement. It is carried out in definite steps wherein planning, monitoring, feedback and reward or reprimand is carried out to have a corrective behavior to achieve the goals. Performance Management is also creating suitable facilitating environment to achieve goals. The onus of bearing the requisite fruits bears on the management as well as the individual or the employee. It is a holistic approach carried forward strategically to achieve organizational objectives. The employees become accountable for their actions through Performance Management measures.**

**Index Terms - Performance, Training, HRD Practices.**

## 1.INTRODUCTION

Human Resource Development may be defined as a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned manner. HRD is a process concerned with an organized series of learning activities designed to produce behavioural changes in the human resources in such a way that they

acquire desired level of competence for present and future roles. Good HRD Practices provides an opportunity and comprehensive framework for the development of human resources in the organization for full expression of their talents and manifest potentials. Performance management is a continuous process of cycle constituting Organizational goals and objectives based on that a Plan is charted us to achieve the objectives with an act which takes towards the goals and objectives and the act is monitored through track wherein regular feedback is a part of the process through Review and if the act is rewarding then it is continued otherwise it is penalized or let go of the plan. Performance management is a continuous activity wherein setting SMART Objectives are set to achieve organizational goals through the George T Doran SMART Objectives wherein S stands for Specific and Stretching, M is for Measurable, A for Achievable and Agreed, R stands for Relevant and T time bound. Performance Management is nothing but setting SMART Objectives for oneself so that in the process individual and organizational goals are achieved.

1.1 Literature Review: Human Resource Development as a system depends on work itself which generates a higher degree of responsibility for the employees. Performance is the extent of achievement of the responsibilities that craft an individual's career. It specifies how brilliant an individual is satisfying the job demands. People assign wrongly for performance as efforts but it is not the efforts that matter it is achievement of desired results that play a vital role in the performance hence a set of attributes like self-esteem due to social relevance of my work, regularly updated about the latest educational materials, member of professional councils, health care

associations, can access valid information on the effectiveness of new technologies and organizational procedures, part of network of centers of excellence in health care, My competencies are regularly updated through performance management and training, I am treated as an accomplished person, I am treated as an asset through investments for various training programs, I agree that authority and responsibility is core strength in our organization, I agree that we don't work under fear or threat but with a service goal are analyzed in depth to find out the relevance of these measures on the performance management in a broader sphere of human resource development practices in select corporate hospitals in Andhra Pradesh.

1.2 Review of Literature: The empirical research tries to establish and seek theoretical links and find out the link between Performance Management and Human Resource Development Practices that aids in efficiency in corporate hospitals. To have better understanding the researcher studied different elements in Performance Management that aids in efficient HRD practices in corporate hospitals.

2. RESEARCH METHOD AND DESIGN

2.1 Objectives of the study:

1. To know the importance of Performance Management.
2. To study the factors for effective Performance Management.
3. To find out the effective measures for HRD Development Practices through Performance Management

2.2 Research Hypothesis

H1 Performance Management aids in efficient HRD Practices in corporate hospitals.

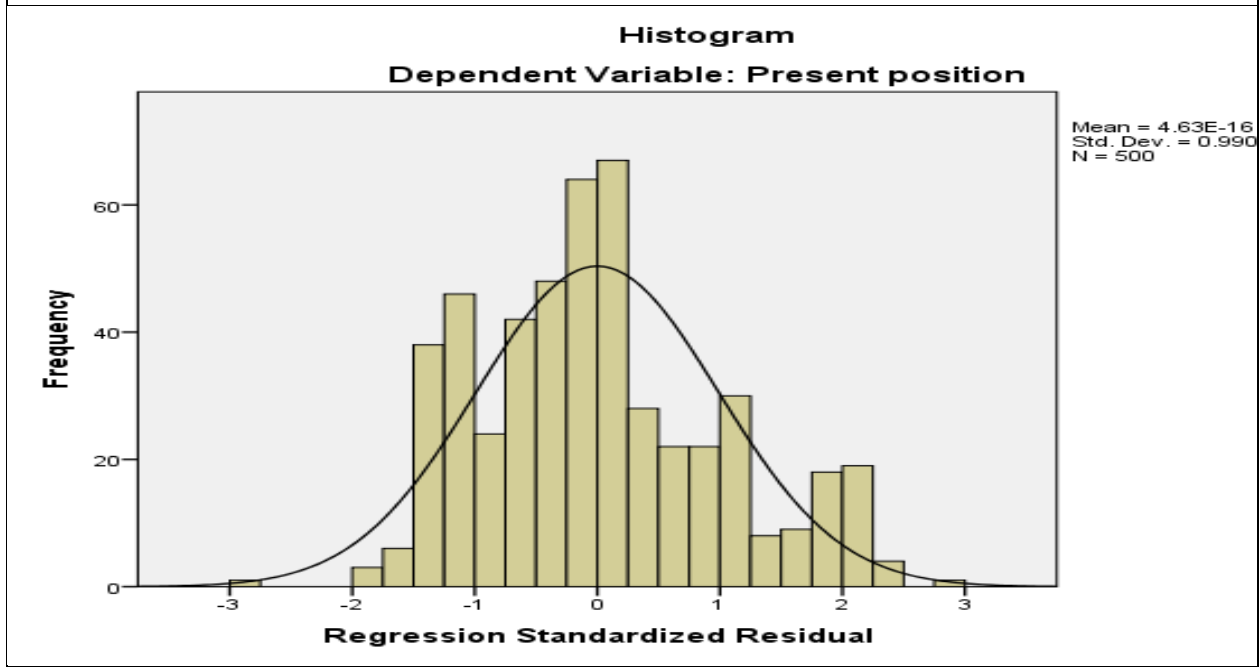
ANOVA test was conducted to identify the perceptual differences among different positions on Performance Management on HRD practices in select corporate hospitals. The result of ANOVA between Performance Management and different position groups of respondents reveal that out of eleven Performance Management attributes of HRD practices with regard to Present position, f-values are significant at  $p < 0.05$  for eleven Performance Management attributes of HRD practices variables. The results reveal that f-value is greater than table value for maximum number of attributes. Hence The null hypothesis is rejected. This indicates that there exists a statistically significant relationship between eleven attributes of Performance Management of HRD practices in select corporate hospitals.

The results of ANOVA between Performance Management of HRD practices and Present Position of the respondents in select corporate hospitals. Out of eleven statements pertaining to the Performance Management of HRD practices, f-value are significant at  $p < 0.05$  in select corporate hospitals. The null hypothesis is rejected. This indicates that there exists a statistically significant relationship between self-esteem due to social relevance of my work, regularly updated about the latest educational materials, member of professional councils, health care associations, can access valid information on the effectiveness of new technologies and organizational procedures, part of network of centers of excellence in health care, My competencies are regularly updated through performance management and training, I am treated as an accomplished person, I am treated as an asset through investments for various training programs, I agree that authority and responsibility is core strength in our organization, I agree that we dont work under fear or threat but with a service goal of HRD practices in select corporate hospitals.

Table 1 ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Between People		2505.826	499	5.022		
Within People	Between Items	147.825	10	14.783	12.466	.000
	Residual	5917.266	4990	1.186		
	Total	6065.091	5000	1.213		
Total		8570.917	5499	1.559		
Grand Mean = 3.8847						
Table 1.1 ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	264.611	10	26.461	18.154	.000 <sup>b</sup>

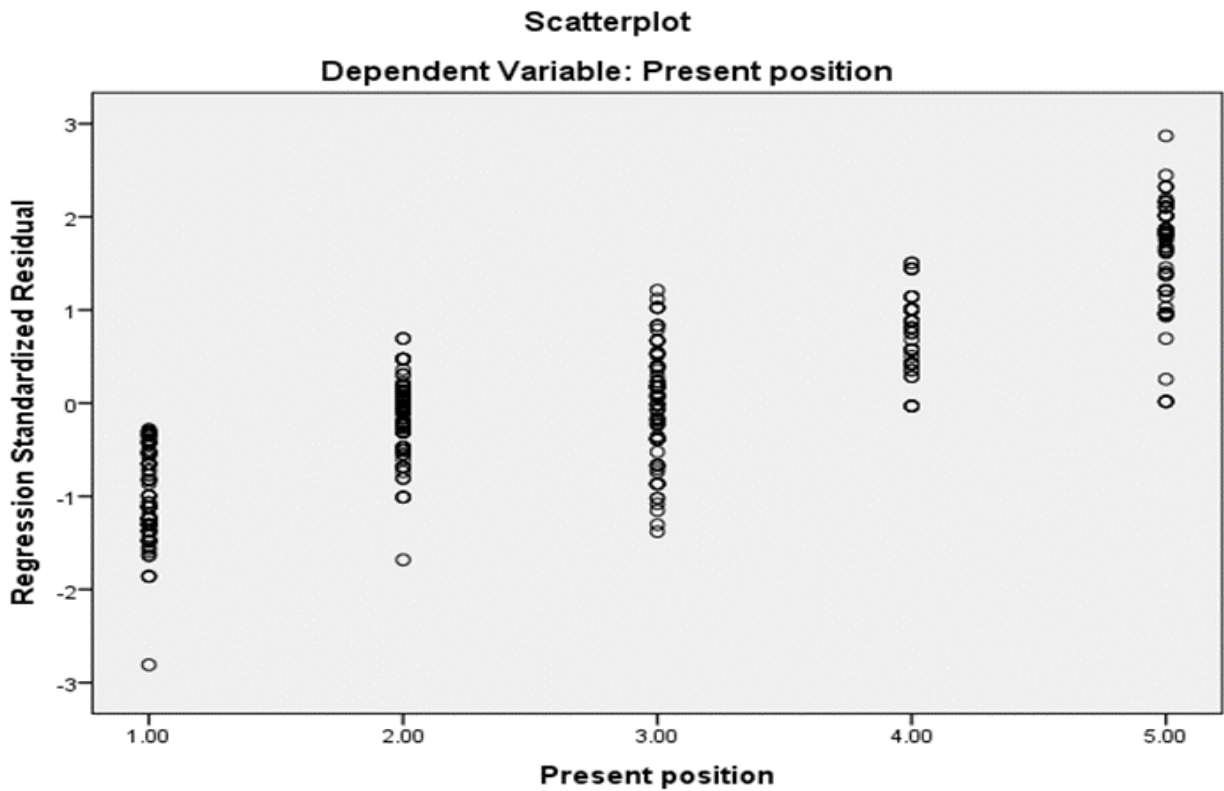
Residual	712.771	489	1.458		
Total	977.382	499			

Dependent Variable: Present position



Interpretation: Bell shaped curve in Histogram indicates that normality is achieved i.e Normal distribution of data.

GRAPH 2



4.3 Nature of Research: It is empirical and descriptive in nature

4.4 Research Design Process: The process of research design is carried out in three phases i) Questionnaire finalization through Validity measures using Factor analysis ii) Pilot study iii) Main study. In the finalization of questionnaire Optimization of measures was through overview of Literature review which included the constructs to be measured and questionnaire was drafted and finalized through validity of the constructs. In the second step the Researcher circulated 800 questionnaires in 29 corporate hospitals in three divisions of East Godavari District known for their rigorous HRD Practices. The researcher was able to obtain 623 responses from the employees. After scrutinizing the researcher identified 123 of them are found with flaws. Hence, the sample size of the research is 500. For the final step various statistical tools are used to analyse the validity and reliability of questionnaire using SPSS 20 and various statistical tools are used for data interpretation and inferences.

4.5 Sample Frame: The Sample frame is designed for the corporate hospitals in the east Godavari district of Andhra Pradesh

4.6 Sampling technique: The sampling technique used in the study is stratified random sampling which constitutes the Doctors, Nurses, Paramedical staff, administrative staff, Dean/CEO/Incharge

4.7 Method of Data Collection: The method of data collection is primary data collection method in which questionnaires are administered to the select respondents in select corporate hospitals.

4.8 Tools of Data Analysis: The data analysis part is done with the help of SPSS (20 version). Both Descriptive and Inferential Statistics are used.

5. Analysis and Implication

Cronbach's Alpha	N of Items
.764	11

Source: Statistical results of Field data  
 Interpretation of Reliability: Table 1 depicts Cronbach's Alpha which is .764 which is a valid construct. Higher the value more reliable is the construct. For Valid Cronbach's Alpha the minimum value is 0.6. Hence the construct is valid with a value closer to 0.8 for eleven items.



Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.763
Bartlett's Test of Sphericity	Approx. Chi-Square	2221.824
	Df	55
	Sig.	.000

Source: Statistical results of Field data  
 Interpretation of KMO: Table 2 depicts a KMO Value of .763 which is a valid score for validity of the data. The result indicated as indicated in the table number two show that the Bartlett's Test of Sphericity was significant (p<0.000). The Kaiser-Mayor-Olkin (KMO) measure of sampling adequacy was higher at 0.763 at 55 degrees of freedom with a Chi Square value of 2221.824 in Select Corporate Hospitals. This KMO value is good since it nearer to the recommended value of 0.60 (Kaiser, 1974). The two results of (KMO and Bartlett's) suggested that the data is appropriate to proceed with further analysis.

Percentage Method with Frequency: It is applied to find out the exact statistics of each statement and its relevance in the performance management in corporate hospitals whether all have the same opinion is also taken into consideration for a total of 500 employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	66	13.2	13.2	13.2
	Disagree	48	9.6	9.6	22.8
	Neutral	50	10.0	10.0	32.8
	Agree	94	18.8	18.8	51.6
	Strongly Agree	242	48.4	48.4	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data  
 From the above table 4 it is elucidates that for the statement "I am filled with self-esteem due to social relevance of my work" strongly agree with 48.4 percent that is with a frequency of 242 and agree with 18.8 percent and with a frequency of 94. Therefore it can be concluded that it is strongly agreed that their organization provided an organisation climate wherein employees are filled with self-esteem due to social relevance of the work

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly disagree	12	2.4	2.4	2.4
	Disagree	32	6.4	6.4	8.8
	Neutral	28	5.6	5.6	14.4
	Agree	217	43.4	43.4	57.8
	Strongly Agree	211	42.2	42.2	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.1 it is demonstrates that for the statement “I am regularly updated about the latest educational materials” strongly agree with 42.2 percent that is with a frequency of 211 and agree with 43.4 percent and with a frequency of 217. Therefore, it can be concluded that it is agreed that their organization provided an organization climate wherein employees are regularly updated about the latest educational materials.

Table 4.2 I am a member of professional councils

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	58	11.6	11.6	11.6
	Disagree	32	6.4	6.4	18.0
	Neutral	73	14.6	14.6	32.6
	Agree	108	21.6	21.6	54.2
	Strongly Agree	229	45.8	45.8	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.2 it is identifies that for the statement “I am a member of professional councils” strongly agree with 41.8 percent that is with a frequency of 209 and agree with 9.0 percent and with a frequency of 45. Therefore, it can be concluded that it is strongly agreed that employees are members of professional councils.

Table 4.3 I am a member of many health care associations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	49	9.8	9.8	9.8
	Disagree	56	11.2	11.2	21.0
	Neutral	49	9.8	9.8	30.8
	Agree	158	31.6	31.6	62.4
	Strongly Agree	188	37.6	37.6	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.3 it is stated that for the statement “I am a member of many health care

associations” strongly agree with 41.8 percent that is with a frequency of 209 and agree with 9.0 percent and with a frequency of 45. Therefore, it can be concluded that it is strongly agreed employees member’s of many health care associations

Table 4.4 I can access valid information on the effectiveness of new technologies and organisational procedures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	35	7.0	7.0	7.0
	Disagree	64	12.8	12.8	19.8
	Neutral	50	10.0	10.0	29.8
	Agree	192	38.4	38.4	68.2
	Strongly Agree	159	31.8	31.8	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.4 is depicted that for the statement “I can access valid information on the effectiveness of new technologies and organizational procedures” strongly agree with 31.8 percent that is with a frequency of 159 and agree with 38.4 percent and with a frequency of 192. Therefore it can be concluded that it is strongly agreed that their organization provided an organization climate wherein employees can access valid information on the effectiveness of new technologies and organizational procedures.

Table 4.5 I am part of network of centers of excellence in health care

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	38	7.6	7.6	7.6
	Disagree	46	9.2	9.2	16.8
	Neutral	35	7.0	7.0	23.8
	Agree	243	48.6	48.6	72.4
	Strongly Agree	138	27.6	27.6	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.5 is explains that for the statement “I am part of network of centers of excellence in health care” strongly agree with 27.6 percent that is with a frequency of 138 and agree with 48.6 percent and with a frequency of 243. Therefore it can be concluded that it is agreed that their organization provided an organization climate wherein employees can be part of network of centers of excellence in health care.

Table 4.6 My competencies are regularly updated through performance management and training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	51	10.2	10.2	10.2
	Disagree	46	9.2	9.2	19.4
	Neutral	19	3.8	3.8	23.2
	Agree	179	35.8	35.8	59.0
	Strongly Agree	205	41.0	41.0	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.6 is illustrates that for the statement “My competencies are regularly updated through performance management and training” strongly agree with 41.0 percent that is with a frequency of 205 and agree with 35.8 percent and with a frequency of 179. Therefore it can be concluded that it is strongly agreed that their competencies are regularly updated through performance management and training

Table 4.7 I am treated as an accomplished person

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	22	4.4	4.4	4.4
	Disagree	20	4.0	4.0	8.4
	Neutral	60	12.0	12.0	20.4
	Agree	152	30.4	30.4	50.8
	Strongly Agree	246	49.2	49.2	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.7 is represents that for the statement “I am treated as an accomplished person” strongly agree with 49.2 percent that is with a frequency of 246 and agree with 30.4 percent and with a frequency of 152. Therefore it can be concluded that it is strongly agreed that each employee is treated as an accomplished person

Table 4.8 I am treated as an asset through investments for various training programmes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	28	5.6	5.6	5.6
	Disagree	29	5.8	5.8	11.4
	Neutral	97	19.4	19.4	30.8
	Agree	104	20.8	20.8	51.6
	Total	500	100.0	100.0	

Strongly Agree	242	48.4	48.4	100.0
Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.8 explains that for the statement “I am treated as an asset through investments for various training programs” strongly agree with 48.4 percent that is with a frequency of 242 and agree with 20.8 percent and with a frequency of 104. Therefore it can be concluded that it is strongly agreed that each employee is treated as an asset through investments for various training programs.

Table 4.9 I agree that authority and responsibility is core strength in our organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	5.2	5.2	5.2
	Disagree	24	4.8	4.8	10.0
	Neutral	73	14.6	14.6	24.6
	Agree	199	39.8	39.8	64.4
	Strongly Agree	178	35.6	35.6	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.9 is proved that for the statement “I agree that authority and responsibility is core strength in our organization” strongly agree with 35.8 percent that is with a frequency of 178 and agree with 199 percent and with a frequency of 39.6. Therefore it can be concluded that it is agreed that authority and responsibility is core strength in the organization.

Table 4.10 I agree that we don't work under fear or threat but with a service goal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	41	8.2	8.2	8.2
	Disagree	47	9.4	9.4	17.6
	Neutral	49	9.8	9.8	27.4
	Agree	222	44.4	44.4	71.8
	Strongly Agree	141	28.2	28.2	100.0
	Total	500	100.0	100.0	

Source: Statistical results of field data

From the above table 4.10 is illustrate that for the statement “I agree that we dont work under fear or threat but with a service goal” strongly agree with 28.2 percent that is with a frequency of 141 and agree with 44.4 percent and with a frequency of 222. Therefore it

can be concluded that it is agreed that employees don't work under fear or threat but with a service goal.

### 3.CONCLUSION

A set of attributes like self esteem due to social relevance of my work, regularly updated about the latest educational materials, member of professional councils, health care associations, accessibility of valid information on the effectiveness of new technologies and organizational procedures, provision to be part of network of centers of excellence in health care, competencies are regularly updated and matched with performance management and training, an accomplished employee, Employees are treated as an asset through investments for various training programs, authority and responsibility is core strength in our organization, work is not performed under fear or threat but with a service goal. All these attributes create a power to perform better to achieve organizational goals. Balanced Score card having all these attributes and other methods can be used as an effective measure for HRD Development Practices through Performance Management.

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