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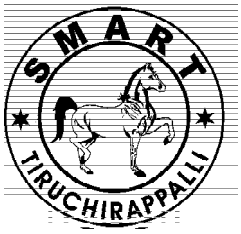

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IMPACT OF HUMAN RESOURCE DEVELOPMENT CLIMATE DIMENSIONS AND DEMOGRAPHIC VARIABLES ON JOB SATISFACTION IN PUBLIC HEALTHCARE SETTINGS

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Abstract

The main objective of this research study was to explore the relationship between human resource development climate dimensions as well as demographic variables and job satisfaction, among health care professionals in public healthcare settings, in Saudi Arabia. A sample of 250 usable questionnaires was collected and it was utilized for the analysis. The results revealed that 69.2% of variation in job satisfaction was due to the HRD climate dimensions. It also indicated that both HRD Mechanisms and OCTAPAC culture reported the highest impact on job satisfaction and on the contrary, general climate exercised very low impact and did not have significant impact on job satisfaction among healthcare professionals. Results, for MANOVA tests, depicting demographic variables, have also been discussed.

Keywords: *Human Resource Development Climate (HRDC), General Climate (GC), HRD mechanisms (HRDM), OCTAPACE culture and Job Satisfaction.*

JEL Code : *J280, O150, J110, I110*

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1. Introduction

The Saudi Government had prepared a long-term 'vision', for its emerging economy and human resources development, till 2030. The strategies and systems of the Saudi government's vision incorporates monetary enhancement, advancement of human asset and expansion of public and private division in the implementation of Vision 2030. In the current competitive environment, highly competent and skilled human resource can play a substantial role in the achievement of any organization,

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including the healthcare industry. The developmental climate in an organization helps the employees to utilize their skills and competencies for success and achieving their individual performance and organizational objectives. For this purpose, an affable human resource development (HRD) climate is extremely important. According to **Anson (2003),** very little research has been done in the field of HRD climate in the healthcare industry. The objective of this research project was prepared in sync with the vision of Saudi Government, which has focused on development of people, especially the development of health care professionals (MD, MO, Nurses, PRO, and GP) in public health care settings in Saudi Arabia, to ensure that the objectives of the Saudi Vision 2030 are met. According to **Gupta** and **Malhotra (2012)**, organizations are constantly increasing the human resource development climate, to meet the requirements of highly challenging and vibrant environment.

To ensure that the objectives of the Saudi Vision 2030 are met**,** researchers agree that a congenial human resource development climate is enormously imperative, for the definitive achievement of the business goals. The human resource development climate is one of the techniques, to accomplish the objectives, mission and vision, by enhancing the organizational performance. In the current scenario, the competition is growing quickly in all service sectors. Consequently, **Walia et al., (2013**) highlighted that it becomes a requirement, for health care settings, to provide a congenial human resource development climate to its human resources, to enhance employee's proficiencies, and develop individual and organizational comfort level, which in turn, upsurge the competency and efficiency at both levels individual and organizational levels. In today's competitive environment, the organization's success, business as well as service industry, depends on many variables. Moreover, no research paper has ever been published on the proper HRD climate, general climate and OCTAPACE Culture in healthcare industry. Hence the current research study was intended, to analyse human resource development climate and its various dimensions in public healthcare settings and also to create the foundation for contribution to the growth and development of Saudi healthcare industry.

2. Review of Literature

2.1 Human Resource Development (HRD) in Healthcare industry

In today's competitive scenario of corporatization of hospitals, healthcare settings are now not only known for their medicinal treatment but also as a refined service industry, in which the major workforce creates competition with each other, pertaining to their types, kind of services, rapidity of service, infrastructure, expert medical professionals (doctors, nurses) and staff members and also payment. Proper HRD mechanisms and OCTAPACE culture would result in strategic synchronization between workforces and healthcare industry and its business environment. According to **Pareek (2002),** "HRD is the procedure of assisting people, to obtain capabilities and proficiencies, for their own development".

2.2 Why HRD Climate is Important?

Presently, there is adequate research indication, from the Saudi public and private sector that determines the significance of contributing to HRD climate. **Solkhe** and **Choudhary (2011)** suggested that there is significant positive correlation between HRD climate and Job satisfaction. As stated by **Mohanty, et al, (2012**), HRD climate has a positive impact on job performance of the

employees. Similarly, a research study by **Kumar** and **Patnaik, (2002**), posited that HRD climate has a positive correlation with job satisfaction, which led to the conclusion that job satisfaction is a resultant of positive HR practices. **Lyon** and **Ivancevich (1974),** in their study of a hospital, came to the conclusion that different human resource development climate dimensions influence facets of individual job satisfaction, for medical nurses and administrators. A series of HRD climate studies have been conducted on public sector banks (**Saxena** and **Tiwari 2009**) and private banks (**Bhardwaj** and **Mishra 2002**), telecom sector and insurance companies (**Akinyemi 2011**), and very limited research has been conducted on healthcare professionals in healthcare industry. A study by **Purang (2008),** indicated that HRD climate is considerably superior in private sector companies, in comparison to public sector organizations.

Subramani and **Akbar Jan (2011)** emphasised the significance of the competency and proficiency of human resource in the achievement of any establishment or company and also highlighted the organizational climate in IT industries of South India. They recommended refining organizational climatic conditions, to meet the necessities of organizational development. A positive impact of HRD climate on employees development was observed in the study, undertaken by **Khan** and **Tarab, (2012**).

Javed et al. (2012) studied the relationship among three important HR practices i.e., Rewards, Recognition and Training and Development, in a public sector bank in Pakistan and asserted that recognition and training and development were the important source of employee job satisfaction and rewards did not play a significant role towards employee satisfaction. A study by **Sasirekha** and **Ashok, (2013)** examined the necessity for transforming human resource (employees, workforces, staff members) into human asset (talent and strength) because it has gained significance in organizations in the current day competitive world. This transformation outcome leads to the progression of both organizations and the country. This is possible only if the workforce or personnel of any organization are contented and satisfied with their organization. That is, the HRD climate, prevalent in any public or private companies, must be reasonable and good to the workforce.

It is imperative for the Saudi Government, to achieve the Vision "2030", by implementing various strategies such as higher priority consideration to the human resources, kind attention and persuasion, by the higher hierarchical level, to the worth and prominence of human resource training and development, constructive and proper communication system, and the distribution of teamwork culture, and the refusal of favouritism to associates and colleagues, friends and family members, injustice and other conduct and activities that discourage exceptional human resources (**Benjamin** and **David, 2012;Chaudhary et al., 2012).** In line with rapidly growing competitive environment and vibrant settings of services industry, organizations should project their futuristic goals rather than temporary achievement so that their future sustainability is preserved. Consequently, organisations and health care settings must deliver an appropriate setting, which facilitates the obtainability of competent human resources. According to **Sasirekha** and **Ashok, (2013)**, an organization can look for long term growth and expansion or their future sustainability in the current competition, only through well-organized utilization of obtainable resources, by recruiting human resources and its applicable credentials, and by developing and maintaining, suitable and supporting environment to them.

3. Statement of the Problem

Numerous studies have focussed on general practices of human resource development, along with its various dimensions, in dissimilar industries, in different regions, different zones, around the world but none of this study was conducted in healthcare settings (public hospitals) in Saudi Arabia. Therefore, in order to accomplish "Vision 2030", HRD climate is enormously vital for the decisive attainment of the healthcare mission, vision and goals because it has been described to be a significant predictor of managerial effectiveness (**Chaudhary et al., 2012).**

4. Need of the Study

Human Resource Development Climate (HRDC) plays a very vital role in improving the level of satisfaction, pertaining to any industry or organization, which, in turn, will bring positive changes in organizational performance of any sector or industry. Very limited research has been done on HRD climate in health care sector. Hence this research examines the relationship between HRD climate dimensions and its impact on job satisfaction, that is prevalent in the public healthcare settings, in Saudi Arabia.

4.1 HRDC Dimensions and Development of Theoretical Model

Human Resource Development Climate (HRDC) has been identified by three elements - General climate, HRD Mechanism and OCTAPAC Culture. The HRDC instrument was developed by **Rao** and **Abraham (1986).**

4.2 General Climate

General climate provides the opinion on the higher level of management and line managers, supporting the human resource development. It focuses on the behavior and attitudes of supervisors/superiors towards employees' advancement and progression.

4.3 HRD Mechanism

HRD mechanism deals with HRD sub-systems such as performance management, potential appraisal, training and development, career planning and development, reward management, quality of work life, self-renewal mechanisms, etc.

4.4 OCTAPAC Culture

OCTAPAC culture refers to the degree of Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity and Collaboration, that exists in the organization. The OCTAPAC element examines the psychological state of the organization's development environment– whether it is conducive to creativity and innovation or not.

4.5 Job Satisfaction

Previous researches and current research reveal that there is positive correlation between HRD climate and Job satisfaction. HRD climate is essential for improving the level of satisfaction, pertaining to any industry or organization, which, in turn, will bring positive changes in organizational performance of any sector or industry. Based on the above review of literature, a theoretical model was constructed.

Figure-1: A model of relationship between Human Resource Development Climate and Demographic variables and Job Satisfaction.

5. Objectives of the Study

a. To explore the relationship between HRD climate dimensions and their impact on job satisfaction of healthcare professionals.

b. To investigate the relationship between HRD climate dimensions as well as demographic variables and health care professionals (GP, MD, MO, PRO and Nurses).

6. Hypotheses of the Study

Keeping in mind the objectives set for this research study, following hypotheses were formulated:

H-1: There is positive relationship between HRD climate dimensions and Job Satisfaction in public health care settings.

H-2: There is positive significant relationship between HRD Climate dimensions (General climate, HRD mechanisms and OCTAPAC Culture) and the level of job satisfaction of the healthcare professionals in public healthcare industry.

H-3: There is positive significant relationship between HRD climate dimensions as well as demographic variables such as gender, marital status, education, working experience, and types of health care professionals (GP, MD, MO, PRO and Nurses).

7. Research Methodology

7.1 Sample Selection

This study was conducted, in public health care settings, in Saudi Arabia. The survey questionnaires were conveniently distributed to 500 health care professionals, including Medical Doctors (MD), Medical Nurses (MN), Medical officers (MO), General Practitioner (GP), and Public Relation Officer (PRO), working in public healthcare settings in Jeddah, Saudi Arabia. But out of 500 questionnaires, only 250 usable questionnaires were collected and utilized for the analysis.

7.2 Period of Study

The survey was conducted during the period, December 2018 – March 2019.

7.3 Sources of Data

Primary data were collected, to explore the relationship and individual impact between human resource development climate dimensions and job satisfaction and also to investigate the effect of demographic variables, among health care professionals in public healthcare settings, in Saudi Arabia.

7.4 Tools used in the Study

To analyse the results and to test the hypotheses, various statistical measures such as Correlation, Linear Regression, Multivariate analysis of Variance (MANOVA) were employed and to further study the predictor effects of HRD Climate dimensions on Job satisfaction, step-wise regression analysis was performed and it was conducted through SPSS 18 version.

8. Data Analysis

The responses, received from the survey of 250 staff professionals, were first put to a reliability test, as shown in **Table-1**. Cronbach's Alpha - HRDC (Human Resource Development Climate) Overall was recorded at 0.96, General Climate at 0.91, HRD Mechanisms at 0.92, OCATAPAC Culture at 0.85 and Job Satisfaction at 0.94. Before the Researcher proceeded to test the hypotheses, developed in this study, he first performed the correlation between the variables, on the items that measured Human Resource Development Climate and Job Satisfaction. It was found that there was strong correlation coefficient and significant relationship between HRD climate dimensions (General Climate Pearson correlation (0.927), *p*(000), HRD Mechanism Pearson correlation (0.951), *p*(000), OCATAPACE Culture Pearson correlation (0.898), *p*(000), and Job Satisfaction Pearson correlation (0.814), *p*(000) in public health care settings, as shown in **Table-2.** Hence hypothesis 1 is supported.

The demographic details indicated that out of 250 respondents to the survey, majority of them were female healthcare professionals at 69.8%, compared to males at 29.8%, with Married at 50.2%, Never Married at 43.4%, with Education in Health Institute at 6.8%, Diploma/Associate Degree/Intermediate at 16.2%, Bachelor Degree at 58.7%, Master degree and above at 17.9%, with the Nationality of Saudi at 80% and Non Saudi at 18.7%, followed by Healthcare professions Medical Officer at 13.6%, General Practitioner at 21.3%, Public Relation Officer at 11.1%, Medical doctors at 32.3% and Medical Nurses at 21.3%, with the highest experience being 0-5 years as shown in **Table-3**.

Table- 3(A) provides the model summary. The value of R was 0.832, which indicated a good degree of correlation and F-Value of 172.063, significant at 5% level of significance, proved that the regression model was valid. It is shown that 69.2% of variation in job satisfaction was due to the HRD climate dimensions (General climate, HRD Mechanisms and OCATAPACE culture). As per the **Table-3(B),** HRD climate dimensions recorded good degree of correlation and they were good predictors with F-value (172.063) and *P*(0.000) exercised significant impact on job satisfaction among healthcare professionals.

According to **Table-3(C),** the individual impact of HRD climate dimensions on job satisfaction, indicated that HRD Mechanism's t - value was 6.870, *P* was 0.000 and OCTAPAC culture t - value was 5.100 and *P* (0.000) value exercised the highest impact on job satisfaction. On the contrary General climate did not record significant impact on job satisfaction among healthcare professionals, in public health settings, in Saudi Arabia. Hence hypothesis 2 was partially supported, as out of the three HRD climate dimensions, the most significant predictor for job satisfaction was HRD Mechanisms (t-6.870), the second strongest predictor (t-5.100) was OCTAPAC culture and General climate was not significant and considered to be the least predictor on job satisfaction, among health professionals, working in public settings.

According to **Table-4,** Multivariate Analysis of Variance (MANOVA) tests confirmed that there were two differences in variables - General Climate (f=3.90; p=0.04) and OCTAPAC Culture (f=14.02; p=0.00) in terms of gender. It also shows that there was significant difference in all the variables, related to marital status. A significant difference was evident in the General Climate (f=4.21; p= 0.01), HRD Mechanism (f=6.97; p=0.00), OCTAPAC culture (f=6.98; p=0.00) and job satisfaction (f=4.75; p=0.01). It also revealed that nationality alone affected the dimension of the OCTAPAC culture (f=3.90; p=0.02). The tests confirmed that there was significant difference in all the variables, related to education, General Climate (F=6.30; p= 0.00), HRD Mechanism (f=7.01; p=0.00), OCTAPAC culture (f=5.42; p=0.00) and job satisfaction (f=2.97; p=0.03). It also indicated that there was significant difference in all the variables, related to different types of healthcare professions like General Climate (f=4.49; p= 0.00), HRD Mechanism (f=8.56; p=0.00), OCTAPAC culture (f=8.25; p=0.00) and job satisfaction (f=9.67; p=0.00). Finally, it indicated that length of service showed significant difference in the dimensions related to HRD Mechanisms (f=5.00; p=0.00) and OCTAPAC culture (f=13.36; p=0.00). Hence, Hypothesis 3 was supported.

9. Findings of the Study

It is indicated that regarding individual impact of HRD climate dimensions on Job satisfaction, HRD Mechanisms and OCTAPAC

culture exercised the highest impact on job satisfaction while General climate recorded very low impact and did not have a significant impact on job satisfaction among healthcare professionals in public health settings, in Saudi Arabia. As shown in **Table-4,** demographic variables, that were related with gender, marital status, nationality, education, types of healthcare professions, and duration of service, exercised highest significant effects for OCATAPAC culture. The results from **Table-4** show that demographic variables related to gender, marital status, education, types of healthcare professions, did have medium significant effect on general climate and demographic variables related to marital status, education, types of healthcare professions and duration of service did have medium significant effect on HRD Mechanism. The findings, displayed in **Table 4,** indicated that demographic variables, related to marital status, education, types of healthcare professions, exercised least significant effects on job satisfaction.

10. Suggestions

Among the three variables of HRDC dimensions, general climate exercised very low impact and did not have significant impact on job satisfaction, among healthcare professionals in public health settings, in Saudi Arabia and this mainly indicated that top level management should consider human resources as an extremely important resource and a proper support and direction should be provided towards learning and potential development for all the healthcare professionals. A proper conducive environment should be set, for female healthcare professionals, in relation to OCATAPAC culture. High degree of openness, confrontation, trust, autonomy, pro-activity, authenticity and collaboration is required. It has been suggested that the public healthcare settings should improve working conditions, review compensation package aligned with accreditation standards, provide proper career opportunities and company policies should be conveyed in a simplified manner. A proper training programmes should be designed, which should emphasize the needs and should help them to enhance their skills and managerial competencies. The findings revealed that the Medical Officer was highly satisfied and indicated optimistic inclination towards human resource development climate in comparison with Public Relation Officer, Medical Nurses, General Practitioner and Medical Doctors. May be the possible reason for explanation is that they reported different work profile and their criteria for job prospects were different. It is suggested that top level management should draw its attention towards bringing and revising new and existing reforms in the promotion policy as well as the welfare practices of the public healthcare sector. A revised career paths or route should be designed for highly experienced professionals.

11. Conclusion

The current research study was intended, to look forward towards the investigation of human resource development climate and its various dimensions in public healthcare settings, and also create the foundation for contribution to the growth and development of Saudi healthcare industry. Therefore, in order to accomplish "Vision 2030", human resource development climate (HRDC) is enormously vital for the decisive attainment of the healthcare mission, vision and goals and it has been described to be a significant predictor of managerial effectiveness.

12. Limitations of the Study

The findings of this study were limited by the sample size used and to conditions prevalent in the public and private healthcare settings in Jeddah, as well as the Saudi health care **environment in general.**

13. Scope for Further Research

This quantitative study will contribute to the practical and theoretical aspect on HRD climate and provide tremendous information or insight to the individuals, having association with the human resource domain.

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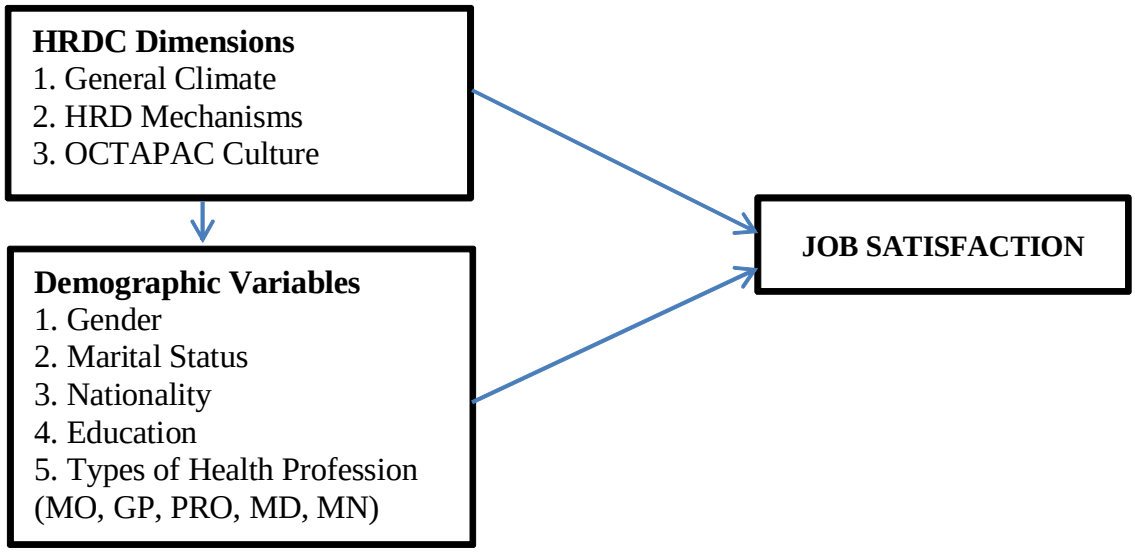
Figure-1: A Model of Relationship between Human Resource Development Climate Dimensions and Demographic Variables with Job Satisfaction.



(Developed by the author 2019)

Table-1: Reliability Test for HRDC Dimensions and Job Satisfaction

Variables	Cronbach's Alpha
HRDC Overall	0.96
A. General Climate (GC)	0.91
B. HRD Mechanisms	0.92
C. Octapac Culture	0.85
Job Satisfaction	0.94

Source: Primary Data (2019) using SPSS (version 18.0)

Table-2: Pearson's Correlations Coefficients between the Human Resource Development Climate Dimensions and Job Satisfaction

Correlations						
		HRDC	**GCM**	**HRDM**	**OCTAPACM**	**JSM**
HRDC-Human Resource Development Climate	Pearson Correlation	1	0.927**	0.951**	0.898**	0.814**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	234	234	234	234	234
General Climate	Pearson Correlation	0.927**	1	0.805**	0.743**	0.690**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	234	234	234	234	234
HRD Mechanisms	Pearson Correlation	0.951**	0.805**	1	0.818**	0.808**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	234	234	234	234	234
OCTAPAC Culture	Pearson Correlation	0.898**	0.743**	0.818**	1	0.774**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	234	234	234	234	234
Job Satisfaction	Pearson Correlation	0.814**	0.690**	0.808**	0.774**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	234	234	234	234	234

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

Source: Primary Data (2019) using SPSS (version 18.0)

Table-3: Demographic Profile

Gender	**Frequency**	**Percentage %**
Male	70	29.8
Female	164	69.8
Marital Status		
Never Married	102	43.4
Married	118	50.2
Divorced/Widowed	14	6.0
Nationality		
Saudi	188	80
Non-Saudi	44	18.7
Education		
Health Institute	16	6.8
Diploma/associate degree/Intermediate	38	16.2
Bachelor Degree	138	58.7
Master degree and above	42	17.9

Table-3 Contd...

Table-3: Demographic Profile *(Contd..,)*

Types of Health care Profession		
Medical Officer (MO)	32	13.6
General Practitioner (GP)	50	21.3
Public Relation Officer (PRO)	26	11.1
Medical doctors (MD)	76	32.3
Medical Nurses (MN)	50	21.3
Duration of Service		
0-5 years	102	43.4
6-10 years	74	31.5
More than 10 years	58	24.7

Source: Primary Data (2019) using SPSS (version 18.0)

Table 3 (A) Linear Regression Analysis - Model Summary

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	0.832[a]	0.692	0.688	0.39473	0.692	172.063	3	230	0.000
a. Predictors: (Constant), OCTAPAC Culture, General Climate, HRD Mechanism									

Source: Primary Data (2019) using SPSS (version 18.0)

Table 3 (B) – ANOVA Results for HRD Climate Dimensions and Job Satisfaction

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.428	3	26.809	172.063	0.000[a]
	Residual	35.837	230	0.156		
	Total	116.265	233			
a. Predictors: (Constant), OCTAPAC, General Climate, HRD Mechanism						
b. Dependent Variable: Job Satisfaction						

Source: Primary Data (2019) using SPSS (version 18.0)

Table 3 (C) Coefficients for HRD Climate Dimensions and Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.455	0.153		2.979	0.003
	General Climate	0.031	0.064	0.031	0.489	0.626
	HRD Mechanism	0.488	0.071	0.509	6.870	0.000
	OCTAPAC Culture	0.364	0.071	0.335	5.100	0.000
a. Dependent Variable: Job Satisfaction						

Source: Primary Data (2019) using SPSS (version 18.0)

Table 4 - Multivariate Analysis of Variance (MANOVA) for HRD Climate Dimensions and Job Satisfaction among Demographic Variables

Variables	Gender	Marital Status	Nationality	Education	Types of healthcare professions	Duration of Service
GCM	**3.90**(0.04)	**4.21**(0.01)	NS	**6.30**(0.00)	**4.49**(0.00)	NS
HRDM	NS	**6.97**(0.00)	NS	**7.01**(0.00)	**8.56**(0.00)	**5.00**(0.00)
OCTAPAC	**14.02** (0.00)	**6.98**(0.00)	**3.90**(0.02)	**5.42**(0.00)	**8.25**(0.00)	**13.36**(0.00)
JS	NS	**4.75**(0.01)	NS	**2.97**(0.03)	**9.67**(0.00)	NS

Note: Significant level at $p<0.001$ at two-tailed; p<0.005 at one-tailed, and in bold are the f_values. GCM=General Climate, HRDM=Human Resource Development Mechanisms, OCTAPAC= OCTAPAC culture, JS=Job Satisfaction

Source: Primary Data (2019) using SPSS (version 18.0)