

HOLISTIC HUMAN RESOURCE DEVELOPMENT MODEL IN HEALTH SECTOR: A PHENOMENOLOGICAL APPROACH

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Abstract: This study proposed holistic human resource development model in health sector. This study focused on human resources (HR) managers and the top management of the health sector in Pakistan. Using a qualitative methodology, the researcher focused on the selected phenomenological method. In this study, primary data collection was conducted through personal interviews with human resource managers and the top management of three health organizations in Pakistan. With regard to the sampling technique, the study would be based on a specific sampling. This article presents the results of the three research objectives. The first research objective examines the development and implementation process of the human resource development model in organizations. Second, intelligence quotient and emotion quotient programs are defined by organizations within the current human resource development models. Third, this study examines the organization's understanding of spiritual quotient and evaluates awareness of the importance of spiritual quotient for the development of human resource development model. It suggests that spiritual quotient is an important part of organizational development

Key words: spiritual quotient, human resource development, HRD, phenomenological approach

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Introduction

For the workforce, business organizations are very much concerned with the changing behavior of the employees. For the welfare of the employees, various training and development programs are being offered by the business firms to increase the skills and expertise of their employee. Meanwhile some of the social development programs are also helping the business firms to work for the cognitive and non-cognitive elements like knowledge, attitude, control, self-management. Additionally, stress handling, management of conflict and anger control are some other factors for which business organization work for the promotion of optimal competencies among the employees. For human resource development or similar program, dealing with the behavior of the employees is considered as a critical point which needs some good decisions. The conventional model to increase the

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expertise of the employees cover the working for the emotions, abilities and other skills. However, some of the business organizations in the world economy are working under the shadow of holistic approach for the development of their employees. Authors like have developed a model for the employee behavior while identifying those factors which can shape the overall behavior of the employees. Overall there are two major categories which cover the environmental and internal forces. More specifically, those factors which are related to the employees are entitled as their skills, abilities and knowledge. On the other hand, environmental factors cover the organization and business colleagues, supervisors etc. For human resource development, various business firms are concerned for the working of their employees. The importance of SQ practices can help organisations to develop their employees (King, 2009; Ronel and Gan, 2008). According to George (2006), SQ increases the flexibility of employees. Similarly, Zohar (2012) mentioned that SQ is one of the ultimate intelligences that can develop employees' sincerity in organisations. Furthermore, SQ can exhibit a huge impact on a person's life (Mirzaaghazadeh et al., 2016). It can help to decrease the ego of the employees (Inglehart, 1990, Shabbir et al, 2019). It also helps identify what people and the organisation are about (Zohar and Marshal, 2004,). It shows that SQ is an important factor that emphasises organisational development. These situations emphasise the important role of SQ in the organisations, which could unite the employees and lead to more meaningful work (George, 2006; Klaus et al., 2016). SQ is the ultimate intelligence (Zohar, 2012) that should be incorporated into HRD models. However, there is a critical lack of understanding and awareness of SQ in organisations (David B King and DeCicco, 2009; Pluta et al., 2016). SQ helps to improve people's self-awareness, good behaviour, judgement of self-control, decision power, flexibility, adaptability, vision, consciousness, values, and sincerity (Zohar and Marshal, 2004). Therefore the evolution of organisations and the inclusion of SQ in the HRD models will enhance an employee's effectual role in the organisation (Boydell, 2016).

In this context, this research seeks to fill the gap by exploring the HRD models currently implemented in the health sector of Pakistan to enhance employees' effectiveness. To this end, a new holistic HRD model will be proposed. The proposed holistic HRD model can be developed and implemented in the organisations for employees' development, which will help to fulfil their rational, emotional and spiritual aspects.

Literature Review

Human intelligence has been originated from the Green philosophy which provides its foundation (Solso and Reiss, 2005). It is assumed as one of the most significant and debateable topics in the literature. For example, Gardner (1993) and Zohar and Marshall (2000) have analyzed the different level of human intelligence which are different to each other. These are under the title of skill development, and three major categories like emotional quotient, Intelligence quotient, and finally the

spiritual quotient respectively (Zohar and Marshall, 2000). Based on the existing literature, following are the key titles which are entitled under intelligence.

Intelligence Quotient or (IQ)

Authors like Goleman (2006), Zohar (2012) and Spainhower (2008) have indicated the concept of IQ which is used in different level of HRD and related activities within the organization. It means that IQ within the organization means the development of the business employees through their skills, knowledge, and rational skills etc.

Emotional Quotient (EQ)

Based on the conceptualisations of EQ, employees with emotional abilities and similar capabilities are those who are able to identify management and understand their emotions accordingly. Employees who have a high level of initiative in the sense of EQ are those who look for ways to continually develop themselves. They recognise that in order to get real happiness, people have to take responsibility for their lives. It is important to explain that there is a need to educate the people in terms of emotional quotient (Maree et al., 2007). It is believed that those employees who have high level of initiative under the sense of EQ are continuously working for their development which can further consider the titles like changes in the lifestyle or working to get more education with new skills and learning etc. (Bar-On et al., 2006). Meanwhile authors widely believe that they hardly blame others or the universe for their problems; they attempt to look for their role in their current situation, and they accept their responsibility for making any necessary changes (Mayer et al., 2008). They limit disagreements to fester or misunderstanding to linger. They take the necessary actions to clear away negative emotions that will stop or hinder them, and they will act to prevent future similar occurrences.

Spiritual Quotient (SQ)

As per the foundation of Howard Gardner's conceptualization, SQ indicates a specific level of problem-solving capabilities among the spiritual aspects of the employees (Vaughan, 2002). Meanwhile it is stated that almost all type of individuals within the society are working for the purpose, values and happiness in their lives as expressed by (Zohar and Marshall, 2000, 2004; J. Van der Walt, 2003, Covey 2013; David Brian King, 2008; E.A. Van der Walt, 2006; Noble 2000). While some reserachers like Fry (2003) and Vaughan (2002) believe that SQ specifies the growth of the individuals within the society. SQ provides insights into the understanding of the whole of a situation, a problem, or into the whole of existence itself (Zohar and Marshal, 2004). Zohar (1997) stated that unitive thinking is referred to as quantum thinking since it is holistic.

RQ1 How does an organisation develop and implement the human resource development model?

RQ2 What percentage of intelligence quotient and emotional quotient programmes currently exist in human resource development models of organisations?

RQ3 Is the organisation aware of the importance of spiritual quotient in the development of the human resource development model?

Research Methodology

This research focused on the HR managers and top management of the health sector in Pakistan. In this study, we have collected the primary data with the help of face-to-face interviews with HR managers and top management of three organisations of health sectors in Pakistan. Most respondents were between the ages of 30 and 40 and working as HR managers in their reputed originations. Almost all the respondents had valuable 5 to 10 years of experience in their respective organisations. In terms of sampling technique, the study would be based on purposive sampling. Interviews were recorded to ensure the accuracy of the information as expressed in the research findings of (Elmendorf and Luloff, 2001). The interviewer used open-ended questions.

Results and Findings

Based on the research objectives, our study has provided some good results. The first research objective explores the development and implementation process of human resource development model in organisations. Secondly, it determines the IQ and EQ programmes within the current HRD models of organisations. Thirdly, this chapter examines the organisations' understanding of SQ and assesses its awareness about the importance of SQ in the HRD model development.

HRD Model Development and Implementation Process (RQ1)

It may be deduced from the findings that every organisation has its specific interests. If organisations need employees to do specific tasks, only then are they sent for training. In this model, organisations are entirely dependent on organisational benefit-based model. Furthermore, it was observed that few organisations were exclusively focusing on organisational benefits and completely ignored employees' overall development. The agenda of these organisations is primarily to develop the organisation financially. Based on these findings, it can be argued that few selected organisations were using organisational benefit-based model and not fully focusing on employees' development programmes.

The findings reveal that the development and implementation process of HRD model is different from one organization to another. First, some of the organizations develop their HRD model through 'need assessment method' and implement properly. Second, organizations developed their HRD model using 'traditional method' and doing selected implementation. Finally, there were organizations that developed their HRD models using 'ad-hoc method' which is

tailored to the ad-hoc organizational needs specifically. There are some (2, 1B, 1E) organization they have no HRD model.

IQ and EQ Programmes in Current HRD Models (RQ2)

Percentage of IQ and EQ training programmes in selected organisations under their current HRD model. During the data collection, respondents were asked about their training calendars. Most of the organisations provided their training calendars. This study analysed these annual training calendars. A checklist of training programmes was provided to the respondents to find the current training programmes that were being implemented. Further, this checklist was compared with their annual training programmes. This helped in analysing the percentage of IQ and EQ training programmes. The percentage formula of IQ and EQ was applied to know the percentage of the selected organisations.

$$\frac{\text{Total numbers of IQ Trainings}}{\text{Total number of Trainings}} \times 100 = \text{Percentage of IQ programmes} \quad (1)$$

$$\frac{\text{Total numbers of EQ Trainings}}{\text{Total number of Trainings}} \times 100 = \text{Percentage of EQ programmes} \quad (2)$$

The findings of RQ2 shows that two of the organizations have clearer understanding on IQ as compare to EQ. The percentage of IQ and EQ programs implemented in the organizations found different in every organization. E.g one of the organizations the total percentage of IQ programs is 80% and EQ programs is 20%. While, another organization total percentage of IQ training is 87% and total percentage of EQ training is 13%. Lastly, an IQ program in one organization shows 70% is using IQ programs and 30% is using EQ programs. If we compare with all of the organizations implemented more than 80% of IQ programs and only 20 % and below on EQ Program.

Understanding and Importance of SQ (RQ3)

To answer the research objective in detail, the research objective was divided into two extracted themes. The first extracted theme concerns the degree of organisational understanding of SQ. While the second extracted theme regards the importance of SQ.

This is evidence from the few respondents that employees need financial motivation instead of spiritual practices. Nevertheless, the majority of respondents agreed that organisations need SQ programme for employees' development. Thus, there is a lack of importance awarded to SQ programmes in organisations which practice only hard skills training for the development of the employees. This may be a reason for the organisational failure because organisations need to develop employees not only rationally and emotionally, but also spiritually. People with SQ have a distinctive relationship with the world around them. They experience the world differently, and the world experiences them differently.

Results Discussion

This paper discusses three research objectives of the study. The first objective of the research found that organisations developed their human resource development model using three different methods. First, some of the organisations develop their HRD model through 'need assessment method'. Second, few organisations developed their HRD model using the 'traditional method' which is highly dependent on the decisions of top management. Finally, some organisations developed their HRD models using the 'ad hoc method' which is tailored to the ad hoc organisational needs.

Secondly, it determines the IQ and EQ programmes within the current HRD models of organisations. This shows that most of the selected organisations were giving importance to IQ programmes. Organisations were not giving importance to EQ programmes because they prioritise the development of rational skills instead of emotional. The findings are similar to those for the manufacturing sector in the USA. Boyatzis et al. (2017) also argued that organisations award less importance to EQ programmes. Further, the main reason for the lack EQ programmes in the selected organisations was due to the little importance is given to it by the top management irrespective of the fact that Goleman (2006) opined that EQ accounts for 80% of organisational success while IQ accounts for 20%. Thus, we conclude that although organisations have an understanding of IQ and EQ and can differentiate between them, the percentage of IQ programmes is still very high compared with EQ programmes.

Thirdly, discusses the inclusion of SQ programmes in the annual training calendar or HRD model. Most of the respondents agreed to the inclusion of SQ in their respective annual training calendars. Some of the respondents did not agree as they were of the view that organisations should be rational. The available literature in the case of Pakistan also shows that the inclusion of SQ in the annual training calendar can provide the significant and effectual role of employees in advancing the organisation (Ahmed et al., 2016a; Ahmed et al., 2017). The inclusion of the SQ programmes in annual training calendars can change employees' behaviours (Zohar, 2012). Moreover, Hoover (2014) claimed that it is possible to design and implement spiritual actualisation learning system within the organisation (Ronel, 2008).

Recommendations and Proposed Model

This study recommends how organisations could achieve holistic human resources development to increase their effectiveness. In this point of view of above discussion, this study proposes a holistic HRD model for organisational effectiveness (Figure 1). If organisations adopt the proposed holistic model for their employees' training, it will develop employees rationally, emotionally and spiritually.

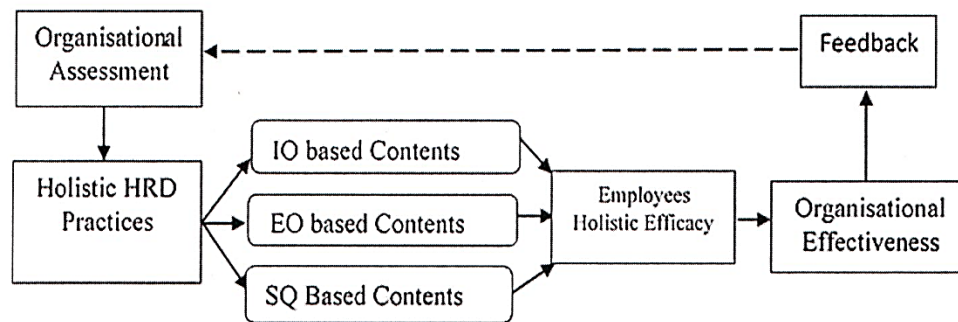


Figure 1: Proposed Holistic Human Resource Development Model (HHRDM)

Conclusion

In the ending part, it is concluded in our study that the employees are the key source of the business organization for the success; therefore, they must be developed through IQ, EQ and SQ in order to ensure the organisational effectiveness. Furthermore, it is believed that factors like EQ, IQ, and SQ percentage in the holistic human resource development model depends on the organisation level uniqueness and needs of the firms respectively. Therefore, our study has suggested the fact there must be an inclusion of SQ elements in constructing the organisation's holistic human resource development or HRD model. If organisations adopt the proposed holistic HRD model for their employees training, it will develop employees rationally, emotionally and spiritually for the effectiveness of the organisation.

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HOLISTYCZNY MODEL ROZWOJU ZASOBÓW LUDZKICH W SEKTORZE ZDROWIA: PODEJŚCIE FENOMENOLOGICZNE

Streszczenie: W badaniu zaproponowano holistyczny model rozwoju zasobów ludzkich w sektorze opieki zdrowotnej. To badanie koncentrowało się na menedżerach ds. Zasobów ludzkich (HR) i najwyższym kierownictwie sektora opieki zdrowotnej w Pakistanie. Korzystając z metodologii jakościowej, badacz skoncentrował się na wybranej metodzie fenomenologicznej. W tym badaniu gromadzono dane pierwotne w drodze wywiadów osobistych z menedżerami ds. Zasobów ludzkich i najwyższym kierownictwem trzech organizacji zdrowotnych w Pakistanie. W odniesieniu do techniki pobierania próbek badanie opierałoby się na konkretnym pobieraniu próbek. W tym artykule przedstawiono wyniki trzech celów badawczych. Pierwszy cel badawczy dotyczy procesu opracowywania i wdrażania modelu rozwoju zasobów ludzkich w organizacjach. Po drugie, iloraz inteligencji i iloraz emocji są definiowane przez organizacje w ramach obecnych modeli rozwoju zasobów ludzkich. Po trzecie, badanie to bada zrozumienie ilorazu duchowego przez organizację i ocenia świadomość znaczenia ilorazu duchowego dla rozwoju modelu rozwoju zasobów ludzkich. Sugeruje, że iloraz duchowy jest ważną częścią rozwoju organizacji

Słowa kluczowe: iloraz duchowy, rozwój zasobów ludzkich, HRD, podejście fenomenologiczne

卫生部门整体人力资源开发模型:一种现象学方法

摘要:本研究提出了卫生部门的整体人力资源开发模型。这项研究的重点是巴基斯坦的人力资源经理和卫生部门的最高管理层。使用定性方法,研究人员专注于所选的现象学方法。在这项研究中,主要数据收集是通过与人力资源经理和巴基斯坦三个卫生组织的最高管理人员进行的个人访谈进行的。关于采样技术,该研究将基于特定的采样。本文介绍了三个研究目标的结果。第一个研究目标是研究组织中人力资源开发模型的开发和实施过程。其次,智力商和情感商计划是由组织在当前人力资源开发模型中定义的。第三,本研究考察了组织对精神商的理解,并评估了对于商对人力资源开发模型的重要性的认识。这表明精神商是组织发展的重要组成部分

关键词:精神商人力资源开发人力资源开发现象学方法