

## Case study:

## HRD Climate in Healthcare Industry – An Empirical Study in two Corporate Hospitals

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### Abstract

The present study aims to explore HRD climate prevailing in healthcare industry. Two corporate hospitals are chosen for the purpose of the study and the sample size is 80 comprising doctors and nurses. The results revealed that HRD climate as perceived by the employees in two corporate hospitals is reasonably good. And there is no significant difference between HRD climate prevailing in both the hospitals. This shows that both the corporate hospitals compete with one another and HRD climate which is one of the sources for gaining competitive edge is given importance by both the hospitals.

**Keywords:** HRD climate, corporate hospitals, competitive edge.

### Introduction

“The skills base is one of the firm’s main assets. It is hard for competitors to imitate ... this calls for an attitude to encourage learning and to reward efforts which add to the firm’s knowledge. Skills go out of date and need constant replenishment. In the long term what is most important may not be the particular skills, but the ability to keep learning new ones”<sup>1</sup>.

In the present cut-throat competitive environment, the human capital has become a valued source for achieving competitive advantage. The source of ideas for innovation, quality and continuous improvement and other important inputs needed to compete in the modern, highly competitive world, comes from people and not from inanimate machines. As a result organizations are increasingly dependent on their human resource capabilities and are assigning more attention to human resource development strategies. There is a transition from a position in which people were seen simply as factors of production, as ‘hands’ to work in factories and offices, to recognition of the vast potential contribution that human resources can offer. As a backdrop to this, the organizations are keen in human resource development that can change the fortune of the organization.

### Concept of HRD Climate

HRD climate is the perception that the employees have about the policies, procedures, practices and conditions which exist in the working environment that will facilitate

their development.

The developmental climate will have the following characteristics<sup>2</sup>:

1. A tendency at all levels starting from the top management to the lowest level to treat the people as the most important resources.
2. A perception that developing the competencies in the employees is the job of every manager.
3. Faith in capability of employees to change and acquire new competencies at any stage of life.
4. A tendency to be open in communication and discussion rather than being secretive.
5. Encouraging risk taking and experimentation.
6. Making efforts to help employees recognize their strengths and weaknesses through feedback.
7. A general climate of trust.
8. Team spirit.
9. Tendency to discourage stereotypes and favoritism.
10. Supportive personnel policies.
11. Supportive HRD practices include performance appraisal, reward management, potential development, job rotation and career planning.

HRD is a process by which employees of an organization are continuously helped in a planned way:

- To acquire capabilities required to perform tasks or functions associated with their present or future expectations.
- To develop their general enabling capabilities as individuals so that they are able to discover and utilize their own inner potential for their own or organizational development purpose.
- To develop an organizational culture where superior subordinate relationships, team work and collaboration



among different sub-units are strong and contribute to the organizational health, dynamism and pride of employees<sup>7</sup>.

### Components of HRD Climate

HRD Climate survey instrument developed by T.V. Rao and E. Abraham<sup>7</sup> has conceptualized HRD Climate under three dimensions of general climate, OCTAPAC culture and implementation of HRD Mechanisms.

- The general climate deals with the importance given to human resources development in general by the top management and line managers.
- The OCTAPAC items deal with the extent to which openness, confrontation, trust, autonomy, proactivity, authenticity and collaboration are valued and promoted in the organization.
- HRD mechanisms measure the extent to which HRD mechanisms are implemented seriously. These mechanisms include performance appraisal, potential appraisal, career planning, performance rewards, feedback and counseling, training, employee welfare, quality work-life and job rotation.

### HRD in Healthcare Sector

Hospitals, as healthcare organizations, are engaged in providing preventive, curative and rehabilitative services. In the current day scenario with the corporatization of hospitals, healthcare organization has not only remained as the place for medical treatment but has come out as a sophisticated service industry in which the major players compete with each other in terms of types and number of services, speed of service, infrastructure, expert doctors and staff and also price. OCTAPACE Culture and Proper HRD mechanisms would result in a strategic synchronization between employees and the organization and its business environment.

### Review of Literature

An optimal level of development climate is essential for facilitating HRD activities<sup>7</sup>. Subramani and Jan<sup>12</sup> discussed the importance of the efficiency of human resource in the success of any organization. The study conducted by Khan et al<sup>5</sup> revealed that there is a positive relationship between the climate of the organization and the development of employees. Mohanty et al<sup>6</sup> reported that HRD climate was good in the private insurance sector in Odisha and has a positive influence on job performance of the employees of private insurance companies. In a study conducted by Solkhe and Chaudhary<sup>10</sup> in a public sector undertaking it was found that HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance.

Alphonsa<sup>3</sup> conducted a survey to examine the HRD climate of private hospital. The responses were collected from

different departments in the hospital. The researcher found that the perception of the supervisors about the HRD climate is satisfactory and reasonably good climate was prevailing in the hospital. The results of the study conducted by Akinyemi<sup>2</sup> revealed that the developmental climate in the telecommunications company is more favourable than that of the insurance company.

HRD climate in the public sector bank is average and there is lot of scope for improvement in the HRD climate. The result also showed that there is no difference in the perception of the employees on the basis of gender, qualification, designation but the perception of the employees differs on the basis of age<sup>9</sup>. Agarwala<sup>1</sup> in her study observed that the HRD Climate was significantly more developmental in IT Sector when compared to the automobile industry. Srimannarayana<sup>11</sup> conducted a study in manufacturing sector taking 18 manufacturing organizations as the sampling units in India and found that the overall HRD climate prevailing in this sector is of moderate level only. Riyaz<sup>8</sup> in a study on HRD climate in commercial banks observed that the overall level of OCTAPAC values in the banks was perceived at a moderate level.

### Hypotheses

- ❖ There is no significant difference in HRD climate dimensions between the two hospitals.
- ❖ There is no significant relationship among HRD climate dimensions.
- ❖ There is no significant relationship between HRD climate dimensions and demographic variables such as gender, age, educational qualifications, years of service etc.

### Methodology

The employees working in private hospitals constitute the population and the sampling units are employees in two competitive private sector hospitals. The sample size is 80 comprising doctors and nurses. 44 subjects are drawn from one hospital and 36 from another hospital using a combination of convenience sampling and simple random sampling. Primary data is collected with the help of a questionnaire developed by Rao and Abraham<sup>7</sup>. In HRD Climate Survey, the mean score for each item ranges from 1 to 5 where mean score of 1 indicates an extremely poor climate and mean score of 5 indicates extraordinarily good HRD climate on that dimension. Mean score around 3 indicates an average HRD climate on that dimension giving substantial scope for improvement. While mean score around 4 is indicative of a good HRD climate where most employees have positive attitudes towards HRD policies and practices, mean score around 2 indicates a poor HRD climate on that dimension. Data was analyzed using statistical tools like mean, correlation, chi-square and t test



**Results and Discussion**

Table 1 clearly portrays that for majority of all HRD dimensions – General HRD climate, OCTAPAC dimensions and HRD mechanisms, the mean score in both the hospital is greater than 3.5 which indicates that Employees perceive above average reasonably good HRD climate. It is also observed that there is not much difference between the mean scores of General HRD climate in both the hospitals. In openness, confrontation and trust dimensions, hospital 1 is relatively in a better position whereas in Autonomy, Proactivity, Authenticity, Collaboration dimensions, hospital 2 is in a better position. The overall HRD climate mean score is 3.80 in both the hospitals. A score of 3.8 reflects a reasonable good HRD climate prevailing in both the hospitals. Both the hospitals are in the private sector which compete with one another and are concerned about the quality of service which requires a congenial HRD climate. This is in conformity with the findings of Alphonsa<sup>3</sup>. The perception of the HRD climate is satisfactory and reasonably good climate was prevailing in a private hospital in which the study was conducted.

In order to test if there is a significant difference in HRD dimensions between both the hospitals, t test is computed. It is observed from table 2 that t values are insignificant at 5% across all HRD dimensions. Hence the null hypothesis that there is no significant difference in HRD dimensions as perceived by the respondents between the two hospitals is accepted.

Table 3 reveals that the perception of the employees towards HRD climate dimensions is independent of gender barring General HRD climate. Hence the null hypothesis is accepted. It implies that the respondents’ perception of HRD climate dimensions is not affected by the gender.

It is observed from table 4 that age of the respondents significantly influences the respondent’s perception towards openness and trust. Hence the null hypothesis is rejected for these two dimensions and is accepted for the rest of HRD climate dimensions indicating that the perception towards other HRD climate dimensions is independent of age.

Table 5 shows that perception of the employees towards proactivity and collaboration is influenced by marital status of the employees whereas other HRD dimensions are independent.

Table 6 depicts that only perception of the respondents towards General HRD climate is influenced by educational qualifications whereas all other HRD dimensions are independent of educational qualifications of the respondents and hence null hypothesis is accepted.

Table 7 presents that employees’ perception of developmental environment dimensions – openness, autonomy and HRD mechanisms are influenced by the experience of the employees. Null hypothesis is rejected for these dimensions. While for other HRD dimensions, null hypothesis is accepted as the perception is not influenced by the experience of the respondents.

**Table 1**  
**HRD Dimension Mean Scores**

| S.N. | Dimensions          | Mean score (Hospital 1) | Mean score (Hospital 2) |
|------|---------------------|-------------------------|-------------------------|
| 1    | General HRD climate | 3.73                    | 3.74                    |
| 2    | Openness            | 3.73                    | 3.62                    |
| 3    | Confrontation       | 3.59                    | 3.31                    |
| 4    | Trust               | 3.72                    | 3.64                    |
| 5    | Autonomy            | 3.72                    | 3.86                    |
| 6    | Proactivity         | 3.65                    | 3.73                    |
| 7    | Authenticity        | 3.87                    | 3.93                    |
| 8    | Collaboration       | 3.93                    | 4.02                    |
| 9    | HRD mechanisms      | 4.23                    | 4.32                    |
|      | Overall HRD Climate | 3.80                    | 3.80                    |

**Table 2**  
**Relationship between HRD dimension scores and the hospital**

| HRD Dimension       | t value | Sig (2 tailed) |
|---------------------|---------|----------------|
| General HRD climate | -.658   | .513           |
| Openness            | .996    | .323           |
| Confrontation       | 1.821   | .072           |
| Trust               | .507    | .614           |
| Autonomy            | -1.647  | .104           |
| Proactivity         | -.327   | .744           |
| Authenticity        | -.438   | .663           |
| Collaboration       | -.650   | .518           |
| HRD mechanisms      | -.854   | .396           |

**Table 3**  
**Relationship between Gender and HRD climate dimensions**

| S.N. | Dimensions          | Chi-square value | Significance level |
|------|---------------------|------------------|--------------------|
| 1    | General HRD Climate | 57.575           | 0.05               |
| 2    | Openness            | 18.778           | .659               |
| 3    | Confrontation       | 18.551           | .775               |
| 4    | Trust               | 13.082           | .787               |
| 5    | Autonomy            | 25.729           | .264               |
| 6    | Proactivity         | 6.153            | .986               |
| 7    | Authenticity        | 11.971           | .917               |
| 8    | Collaboration       | 9.578            | .888               |
| 9    | HRD mechanisms      | 52.164           | .545               |

**Table 4**  
**Relationship between Age and HRD climate dimensions**

| S.N. | Dimensions          | Chi-square value | Significance level |
|------|---------------------|------------------|--------------------|
| 1    | General HRD Climate | 120.794          | .998               |
| 2    | Openness            | 146.241          | .000               |
| 3    | Confrontation       | 95.274           | .502               |
| 4    | Trust               | 100.262          | .016               |
| 5    | Autonomy            | 73.840           | .860               |
| 6    | Proactivity         | 64.608           | .455               |
| 7    | Authenticity        | 57.866           | .971               |
| 8    | Collaboration       | 66.341           | .396               |
| 9    | HRD mechanisms      | 192.422          | .874               |

**Table 5**  
**Relationship between Marital Status and HRD climate dimensions**

| S.N. | Dimensions          | Chi-square value | Significance level |
|------|---------------------|------------------|--------------------|
| 1    | General HRD Climate | 26.471           | .189               |
| 2    | Openness            | 5.062            | .928               |
| 3    | Confrontation       | 12.403           | .414               |
| 4    | Trust               | 9.871            | .361               |
| 5    | Autonomy            | 13.661           | .252               |
| 6    | Proactivity         | 15.433           | .051               |
| 7    | Authenticity        | 6.963            | .729               |
| 8    | Collaboration       | 15.267           | .054               |
| 9    | HRD mechanisms      | 35.353           | .130               |

**Table 6**  
**Relationship between Educational qualifications and HRD climate dimensions**

| S.N. | Dimensions          | Chi-square value | Significance level |
|------|---------------------|------------------|--------------------|
| 1    | General HRD Climate | 102.628          | .000               |
| 2    | Openness            | 17.503           | .735               |
| 3    | Confrontation       | 14.325           | .939               |
| 4    | Trust               | 19.121           | .384               |
| 5    | Autonomy            | 17.984           | .707               |
| 6    | Proactivity         | 11.597           | .771               |
| 7    | Authenticity        | 18.775           | .536               |
| 8    | Collaboration       | 13.963           | .601               |
| 9    | HRD mechanisms      | 51.130           | .586               |



Table 8 shows that there is positive correlation across all HRD dimensions which are significant. Hence the null hypothesis is rejected. This indicates that an improvement

in one HRD dimension leads to an improvement in another dimension.

**Table 7**  
Relationship between Experience and HRD climate dimensions

| S.N. | Dimensions          | Chi-square value | Significance level |
|------|---------------------|------------------|--------------------|
| 1    | General HRD Climate | 227.432          | .195               |
| 2    | Openness            | 153.688          | .004               |
| 3    | Confrontation       | 143.417          | .071               |
| 4    | Trust               | 105.245          | .130               |
| 5    | Autonomy            | 146.082          | .012               |
| 6    | Proactivity         | 71.636           | .737               |
| 7    | Authenticity        | 125.936          | .041               |
| 8    | Collaboration       | 69.336           | .797               |
| 9    | HRD mechanisms      | 348.741          | .001               |

**Table 8**  
Relationships among various dimensions of HRD climate  
Correlations

|          |                     | GH score | OS     | CS     | TS     | AS     | PS     | AUS    | COLLS  | HRDMS  |
|----------|---------------------|----------|--------|--------|--------|--------|--------|--------|--------|--------|
| GH score | Pearson Correlation | 1        | .240*  | .239*  | .492** | .457** | .477** | .403** | .447** | .639** |
|          | Sig. (2-tailed)     |          | .033   | .034   | .000   | .000   | .000   | .000   | .000   | .000   |
|          | N                   | 80       | 79     | 79     | 79     | 80     | 80     | 80     | 80     | 80     |
| OS       | Pearson Correlation | .240*    | 1      | .529** | .425** | .322** | .072   | .166   | .314** | .286*  |
|          | Sig. (2-tailed)     | .033     |        | .000   | .000   | .004   | .526   | .144   | .005   | .011   |
|          | N                   | 79       | 79     | 79     | 79     | 79     | 79     | 79     | 79     | 79     |
| CS       | Pearson Correlation | .239*    | .529** | 1      | .466** | .252*  | .240*  | .197   | .404** | .389** |
|          | Sig. (2-tailed)     | .034     | .000   |        | .000   | .025   | .033   | .082   | .000   | .000   |
|          | N                   | 79       | 79     | 79     | 79     | 79     | 79     | 79     | 79     | 79     |
| TS       | Pearson Correlation | .492**   | .425** | .466** | 1      | .266*  | .093   | .231*  | .314** | .463** |
|          | Sig. (2-tailed)     | .000     | .000   | .000   |        | .018   | .415   | .041   | .005   | .000   |
|          | N                   | 79       | 79     | 79     | 79     | 79     | 79     | 79     | 79     | 79     |
| AS       | Pearson Correlation | .457**   | .322** | .252*  | .266*  | 1      | .591** | .420** | .394** | .801** |
|          | Sig. (2-tailed)     | .000     | .004   | .025   | .018   |        | .000   | .000   | .000   | .000   |
|          | N                   | 80       | 79     | 79     | 79     | 80     | 80     | 80     | 80     | 80     |
| PS       | Pearson Correlation | .477**   | .072   | .240*  | .093   | .591** | 1      | .605** | .380** | .623** |
|          | Sig. (2-tailed)     | .000     | .526   | .033   | .415   | .000   |        | .000   | .000   | .000   |
|          | N                   | 80       | 79     | 79     | 79     | 80     | 80     | 80     | 80     | 80     |
| AUS      | Pearson Correlation | .403**   | .166   | .197   | .231*  | .420** | .605** | 1      | .401** | .512** |
|          | Sig. (2-tailed)     | .000     | .144   | .082   | .041   | .000   | .000   |        | .000   | .000   |
|          | N                   | 80       | 79     | 79     | 79     | 80     | 80     | 80     | 80     | 80     |
| COLLS    | Pearson Correlation | .447**   | .314** | .404** | .314** | .394** | .380** | .401** | 1      | .525** |
|          | Sig. (2-tailed)     | .000     | .005   | .000   | .005   | .000   | .000   | .000   |        | .000   |
|          | N                   | 80       | 79     | 79     | 79     | 80     | 80     | 80     | 80     | 80     |
| HRDMS    | Pearson Correlation | .639**   | .286*  | .389** | .463** | .801** | .623** | .512** | .525** | 1      |
|          | Sig. (2-tailed)     | .000     | .011   | .000   | .000   | .000   | .000   | .000   | .000   |        |
|          | N                   | 80       | 79     | 79     | 79     | 80     | 80     | 80     | 80     | 80     |

\*. Correlation is significant at the 0.05 level (2-tailed).

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

**Conclusion**

Development environment is important for any organization and it is more vital for health care organizations as there must not be any compromise in the quality of the service rendered. The employees must be properly trained, motivated and engaged so that they can deliver better services. The present study revealed that HRD climate as perceived by the employees in two corporate hospitals is reasonably good. But there is no significant difference between HRD climate prevailing in both the hospitals. This exemplifies that corporate hospitals

compete with one another and do not leave much scope for the competitor to dominate by giving adequate importance to HRD climate.

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**Annexure I  
General HRD Climate**

| No. | ITEM  | Hospital 1  | Hospital 2  |
|-----|---|-------------|-------------|
| 3   | The top management of this organization goes out of its way to make sure that employees enjoy their work.   | 3.93        | 3.95        |
| 4   | The top management believes that human resources are extremely important resources and that employee has to be treated more humanely.                     | 3.5         | 3.69        |
| 5   | Development of the subordinates is seen as an important part of their job by the managers/officers here.  | 3.61        | 3.58        |
| 6   | The personnel policies in this organization facilitate employees' development   | 3.65        | 3.58        |
| 28  | The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.                     | 4.09        | 3.63        |
| 7   | Senior officers/ executives in this organization take active interest in their juniors and help them learn their job.                                     | 3.45        | 3.66        |
| 8   | People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.   | 3.65        | 3.5         |
| 9   | Managers in this organization believe that employee's behavior can be changed and people can be developed at any stage of their life.                     | 3.72        | 3.97        |
| 12  | The psychological climate in this organization is very conducive for any employee interested in developing himself by acquiring new knowledge and skills. | 3.97        | 3.63        |
| 13  | The top management of this organization makes efforts to identify and utilize the potential of the employees.   | 4.11        | 3.66        |
| 2   | The organizations future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future.                 | 3.53        | 3.5         |
|     | <b>Over all total</b>   | <b>3.73</b> | <b>3.74</b> |

**Octapac Culture**

| No.             | ITEM  | Hospital 1 | Hospital 2 |
|-----------------|---|------------|------------|
| <b>Openness</b> |   |            |            |
| 11              | Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors. | 3.48       | 3.5        |
| 12              | People in this organization do not have any fixed mental impressions about each other.  | 3.67       | 3.45       |
| 30              | Employees are not afraid to express or discuss their feelings with their supervisors.   | 3.88       | 3.76       |
| 1               | Employees are not afraid to express or discuss their feelings with their colleagues.  | 3.87       | 3.888      |



| Overall total        |  | 3.73 | 3.60 |
|----------------------|--|------|------|
| <b>Confrontation</b> |  |      |      |
| 36                   | Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.                                  | 3.72 | 3.61 |
| 30                   | Employees are not afraid to express or discuss their feelings with their supervisors.  | 3.44 | 3.83 |
| 1                    | Employees are not afraid to express or discuss their feelings with their colleagues.   | 4    | 3.52 |
| 32                   | When problems arise people discuss their problems openly and try to solve them rather than keep accusing each other behind their backs.                              | 3.20 | 3.44 |
| Overall total        |  | 3.59 | 3.31 |
| <b>Trust</b>         |  |      |      |
| 8                    | People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.  | 3.48 | 3.19 |
| 17                   | When an employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing or discouraging him/her. | 3.60 | 3.44 |
| 29                   | People trust each other in this organization   | 4.06 | 3.25 |
| Overall total        |  | 3.72 | 3.64 |
| <b>Autonomy</b>      |  |      |      |
| 16                   | Employees are encouraged to experiment with new methods and try out creative ideas   | 3.58 | 3.36 |
| 26                   | Employees returning from training programs are given opportunities to try out what they have learnt.   | 3.72 | 3.75 |
| 22                   | Employees are encouraged to take initiatives and do things on their own without having to wait for instructions from supervisors                                     | 3.88 | 3.47 |
| 23                   | Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.                                       | 3.70 | 3.47 |
| 24                   | When seniors delegate authority to juniors the juniors use it as an opportunity for development.   | 3.36 | 3.77 |
| Overall total        |  | 3.72 | 3.86 |
| <b>Proactivity</b>   |  |      |      |
| 13                   | The top management of this organization makes efforts to identify and utilize the potential of the employees.  | 3.75 | 3.83 |
| 16                   | Employees are encouraged to experiment with new methods and try out creative ideas.  | 4    | 4.02 |
| 22                   | Employees are encouraged to take initiatives and do things on their own without having to wait for instructions from supervisors                                     | 3.68 | 4.02 |
| Overall total        |  | 3.65 | 3.73 |
| <b>Authenticity</b>  |  |      |      |
| 19                   | When behavior feedback is given to employees they take it seriously and use it for development.  | 4.06 | 3.66 |
| 31                   | When employees are sponsored for training they take it seriously and try to learn from the programs they attend.   | 4.15 | 3.69 |
| 26                   | Employees returning from training programs are given opportunities to try out what they have learnt.   | 4.04 | 3.58 |
| 27                   | Employees are sponsored for training programs on the basis of genuine training needs.  | 3.61 | 3.83 |
| Overall total        |  | 3.87 | 3.93 |
| <b>Collaboration</b> |  |      |      |
| 10                   | People in this organization are helpful to each other.   | 3.36 | 4.02 |
| 25                   | Team spirit is of high order in this organization.   | 3.65 | 4.02 |
| 2                    | The organizations future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future.                            | 3.81 | 4.02 |
| Overall total        |  | 3.93 | 4.02 |

**HRD Mechanisms**

| No. | Item  | Hospital 1 | Hospital 2 |
|-----|---|------------|------------|
| 8   | People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended. | 3.31       | 3.66       |
| 20  | Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take up.       | 4.04       | 3.69       |
| 13  | The top management of this organization makes efforts to identify and utilize the potential of the employees.     | 3.47       | 3.58       |
| 14  | Promotion decisions are based on the suitability of the promotee rather than on                                   | 3.70       | 3.83       |

|    |   |             |             |
|----|---|-------------|-------------|
|    | favoritism.   |             |             |
| 21 | There are mechanisms in this organization to reward any good work done or any contribution made by employees.                             | 3.65        | 4.08        |
| 34 | When an employee does good work his supervising officers take special care to appreciate it.  | 3.97        | 3.94        |
| 37 | Performance appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism       | 3.79        | 3.80        |
| 18 | Weaknesses of employees are communicated to them in a non-threatening way.  | 4.09        | 3.91        |
| 31 | When employees are sponsored for training they take it seriously and try to learn from the programs they attend.                          | 3.61        | 4.25        |
| 26 | Employees returning from training programs are given opportunities to try out what they have learnt.                                      | 3.61        | 3.86        |
| 27 | Employees are sponsored for training programs on the basis of genuine training needs.   | 3.63        | 4.08        |
| 38 | Career opportunities for juniors are presented by senior officers in the organization.  | 3.71        | 3.80        |
| 2  | The organizations future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future. | 3.63        | 4           |
| 33 | This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for the future.     | 3.34        | 3.52        |
| 35 | Job rotation in this organization facilitates employee's development.   | 3.47        | 4.02        |
|    | <b>Overall total</b>  | <b>4.23</b> | <b>4.32</b> |

(Received 28<sup>th</sup> March 2014, accepted 10<sup>th</sup> May 2014)