

Human Resource Development Climate in Healthcare: An Empirical Investigation of Kashmir

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Abstract

People are an essential element in any healthcare organization, whether that organization is a major research teaching hospital, a primary healthcare clinic in the inner city, the county public health office, or a health maintenance organization. However, quite often, it is seen that administrators, third-party payers, governments, and even boards of directors have due concerns only about the patients and technology. While, in reality, it is the people behind technology, treatment protocols, services, and activities of the organization that ensure quality care. Therefore, how healthcare organizations manage and invest in their human capital truly impact the quality of care and services provided. In this paper, an attempt has been made to explore the existing developmental climate in various healthcare institutions of Kashmir. A total of 285 healthcare employees working in different district level hospitals completely responded to the survey instrument. Notably, the results revealed existence of a satisfactory level of HRD climate in healthcare sector of Kashmir. However, there is still immense scope for further improvement.

Keywords: Performance appraisal, Training and development, Organizational development, Potential appraisal, employee welfare and QWL, Feedback and Counselling,

Introduction

People are seen as the most important organizational resource and the key to achieving high performance by business practitioners and academic researchers all over the world (Becker & Gerhart, 1996; Brewer & Seldom, 2000). The organizations striving to succeed in today's highly competitive business environment tend to depend heavily on employee skills and commitment. Besides, there is now a growing realization about the fact that human resources constitute a valuable component for any organization aspiring to develop strategic competitive advantage (Wright, McMahan & McWilliams, 1994). The Research Based View (RBV) has identified four required characteristics for resources to produce sustainable competitive advantage (Barney, 1991). These characteristics include rareness, value, imitability, and substitutability and people by virtue, are inherited with all such features. People are unique in their skills, approach and mental capacity. It may be easy for your competitor to imitate competitive advantage gained through technology or product but it is always hard to duplicate competitive advantage achieved via competitive human capital. Notably, the difficulty in duplicating

people's knowledge, abilities, experience and behaviours make them imperfectly substitutable. Therefore, in essence, the success of an organization depends, to a large extent, on the competencies of its workforce. Arguably, when human resources are employed strategically, firms compete more effectively in this dynamic marketplace, especially when the productivity of superior resources depends upon the nature of their employment and the skill with which a strategy, based on resource superiority is implemented (Peteraf, 1993, p: 186). Thus, people form organization's most important asset, especially with service-providing organizations (Brewer & Seldom, 2000).

There is now substantial evidence about the fact that the employees of an organization can be a source for competitive advantage and can determine the ultimate success of the organization. The challenge however, before the organizations now, is how to develop and sustain this source competitive advantage. Grant (1996), Teece (1998), and, Teece et al., (1997) suggested that sustainability of advantage can reasonably be anticipated if firms satisfy two conditions. First, given the dynamic environment a firm is able to continuously identify, upgrade, rejuvenate and reinvent valuable resources. Secondly, to have the ability to create an environment in which they can be self-reinforcing and enhancing in value and strength, thus causing the imitating firms sustain major cost disadvantages. While, Barney (1991) asserted that if the existing resources are not renewed in conjunction with changing environmental conditions, the strength of a firm's original strategic assets may soon be nullified by the changing competitive profiles. Therefore, sustainability of competitive advantage does not only depend on the nature of resource bundles but at the same time, also on the firm's ability to renew, reallocate, rejuvenate and redefine its resources to help them cope with the changing business environment. Hence, to withstand competition and develop keen workforce, it is established for the organizations to ensure effective personnel policies and sound HRD climate, which is self-reinforcing, self-rejuvenating, and, self-enhancing in value and strength.

Human Resource Development Climate

HRD in the organizational context is a process by which the employees of an organization are helped in a continuous and planned manner to; acquire or sharpen capabilities required to perform various tasks and functions associated with their present or future expected roles, develop their capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and/or organizational development purposes, and to develop an organizational culture where superior-subordinate relationships, teamwork and collaboration, among different sub-units are strong and contributing to organizational wealth, dynamics and pride of employees (Rao, 1984). It focuses on the theory and practices relating to training, development and learning

within organizations for individuals in the context of business strategy and organization competence formation (Gourlay, 2000 p: 99). According to Singh (2013) HRD is concerned with creating a climate of work culture, productive efficiency and integration by; building the capabilities of people, preparing them for change, improving productivity with quality development and achieving organizational goals in a dynamic and competitive business environment. In addition, successful organizations which hold the belief that HRD makes a difference have created proper HRD divisions for developing their employees. The positive HRD climate renders the existing systems more efficiency and makes the organizations more receptive to the introduction of relevant additional system (Athereya, 1988).

HRD climate has been defined as the shared perceptions which employees hold about that particular organization they work with. Eventually, it is proposed that an optimal developmental climate is essential for facilitating human development. Such optimal developmental climate is characterized as consisting of numerous tendencies on the part of the organization, thus, invoking a feeling among employees about the existing HRD structure at their work place. The few of these tendencies as suggested by Rao and Abraham (1986) include the following;

- A general attitude at all levels of management that people are the most important resource and that they possess all the capabilities to change and acquire competencies at any stage of life.
- A notion that developing the competencies in employees is the responsibility of management and thus, encouraging risk-taking and experimentation at work.
- Allowing discussions, encouraging expression of feelings in employees and creating mechanisms to help them to recognize their strengths and weaknesses.
- Developing and maintaining an environment of trust, mutual understanding and collaboration and discouraging stereotype and favoritism.
- Improving employee work life, ensuring employee friendly personnel policies and implementing supportive developmental practices like performance appraisal training, reward management, potential development, job rotation and career planning.

In a broader frame, the employee developmental climate may be seen as a part of larger system i.e., organizational climate (OC). OC is an extensively researched phenomenon in the organizational psychology literature and has been defined in various ways. For instance Schneider (1975) defined OC as individual's perception about salient characteristics of the organizational contest. In the words of

Tagiuri and Litwin (1968 p: 25) it is the relatively enduring quality of the total environment that; is experienced by the occupants, influences their behaviour, and, can be described in terms of the values of a particular set of characteristics or attributes of the environment. Such attributes include a supportive climate of risk taking, cohesiveness, and motivation to achieve (Denison, 1996). Forehand & Von Haller (1964) described it as a set of characteristics which are relatively enduring over time and that define organizations, differentiate them from others and influences the behaviour of the people in the organizations. Human resource development climate in this sense is thus, the attention that members pay towards various developmental systems such as personnel policies, appraisal, learning, rewards, and, management behaviour at their respective places of work. In other words, it is an understanding shared by every employee about that particular organization they work with.

Purpose of the study

The study is an attempt to explore the perception of employees regarding the existing HRD climate in selected district level healthcare institutions of Kashmir division of Jammu and Kashmir. Considerably, it is assumed that the prevailing developmental climate in healthcare is satisfactory.

Data and Methodology

The results of this study are primarily based on the survey information. The data for the purpose has been collected through a well designed structured questionnaire used in the works of Rao & Abraham (1986) with few changes as per requirement. The survey instrument contained thirty statements enquiring almost about every aspect of HRD climate in sampled organization. However, using principal component analysis (PCA) the researcher reduced these thirty explanatory variables to six broad components which include; performance appraisal and reward, feedback and

counselling, potential appraisal and career development, employee welfare and quality work life, organizational development and training and development. The extracted factors were put to reliability test using Cronbach's alpha coefficient. The scale was found highly reliable (See Table 1 in appendix for PCA and Reliability results). A total of 285 healthcare employees irrespective of differences in gender, age, job category, experience and salaries participated in the survey (excluding grade IV employees). The data has been analysed using statistical software SPSS_20.

Analysis and interpretation

The item-wise mean scores of the opinion of various employees working in different hospitals of Kashmir about different dimensions of HRD climate are presented in Appendix. Since the questionnaire used a five-point scale, average scores of 3 and around indicate a moderate tendency on the dimension existing in that organization. Scores around 4 indicates a fairly good degree of that dimension existing in the organization. To further simplify interpretations the mean scores are converted into percentage score using the formula;

$$\text{Percentage score} = (\text{Mean Score} - 1) \times 25$$

As per Rao and Abraham (1986) it is certainly desirable for organizations to have percentage scores above 50 on each item as well as overall and organizations having percentage scores above 60 per cent are indicative of a reasonably good development climate.

The mean score for overall HRD climate in the health-care sector of Kashmir arrived at $m = 3.264$ (which is equivalent to 56%) for the organizations understudy, which, however, is good but maintains a huge scope for improvement. Table 1 presents the dimension wise mean scores, standard deviations and percentages of various dimensions used to analyse the overall HRD climate in health-care sector of Kashmir.

Table 1: HRD Climate (Valid N =285)

S.No	Variables	Mean	Std. Deviation	%ages
01	Performance Appraisal and Reward	3.0687	.90300	51
02	Feedback and Counselling	3.4604	.96765	61
03	Potential Appraisal and Career Development	3.5004	.87284	62
04	Employee Welfare and QWL	3.1283	.96648	53
05	Organization Development	3.2113	.91520	52
06	Training and Development	3.1932	.86626	54
	Overall HRD Climate	3.2604	.73652	56

Source: Survey, Results: SPSS Output

Among various dimensions of HRD climate studied in various district hospitals of Kashmir, only two have been found over a reasonably sound level of 60 per cent. While, all other measured dimensions felt in between 50% and 60%, indicating a satisfactory but not an excellent level of prevalence. Table 2 reports Potential appraisal and Career development dimension with the highest mean score ($m = 3.5004$ or 62%) followed by Feedback and Counselling ($m = 3.46$ or 61%). Besides, the lowest mean score ($m = 3.06$ or 51%) of all is reported for Performance Appraisal and Reward mechanism indicating a desirable system of appraisal and mechanisms for rewarding any good work by employees. Similarly the mean scores for Employee welfare and QWL ($m = 3.12$ or 53%), Organization development ($m = 3.21$ or 52%), and, Training and development ($m = 3.19$ or 54%) were also found above minimum desirable extent of 50%. Thus, indicating the existence of a satisfactory system of employee welfare and QWL, good organization development culture and occupancy of above average training and development climate. The results thus support our preposition that the HRD climate in healthcare sector of Kashmir is satisfactory. However, the in-depth and detailed analysis of existing developmental climate is carried under various dimensions of HRD climate as following:

Assessment of Performance Appraisal and Reward system in Hospitals

The performance appraisal and reward dimension of HRD climate in hospitals of Kashmir has been measured using five items in the questionnaire. Table 3 in Appendix presents the item-wise mean scores and standard deviations of the opinion of employees about performance appraisal and reward system being in use in various hospitals of Kashmir.

The results show above-average mean scores for all variables measuring performance appraisal and reward system except for item – 04. The mean score for item-04 (i.e. There are mechanisms in this organization to reward any good work done or any contribution made by employees) has arrived at 2.63 (40.75%) which is not satisfactory. The highest mean score of all items has been recorded for item-01 (The organization's future plans are made known to the senior staff to help them develop their juniors and prepare them for future, $m = 3.21$ or 55.25%). Item-03 and item-05 both shared an above-par percentage level of 55% having similar mean score ($m = 3.20$). While item-02 (Promotion decisions are based on the suitability of the promotee rather than on favouritism) recorded a satisfactory mean score ($m = 3.11$ or 52.75%). The overall status of existing performance appraisal and reward mechanism in hospitals of Kashmir appeared to be average ($m = 3.06$ or 51.5%). Thus, maintaining a good deal of scope for improvement.

Assessment of Feedback and Counselling procedures in Hospitals

Awareness of strengths and weaknesses make people more effective and competent. They choose among situation the ones in which their strengths are required, and avoid those in which their weaknesses could create problems. This increases the satisfaction of the individual too. People mostly do not recognize their strengths and weaknesses. It is thus, the responsibility of HRD managers to continuously monitor the employees at work and provide them necessary feedback about their strengths and their weaknesses, so that the information is used for guidance in improving performance capabilities. The researcher used five items in the questionnaire to measure the existing mechanism of feedback and counselling in various sample selected hospitals of Kashmir. The results reveal (See table 4 in Appendix) that all five of them maintained a satisfactory level of above fifty per cent. The mean score for item-01 (People in this organization are helpful to each other, $m = 3.74$), item-03 (When seniors delegate authority, the juniors use it as an opportunity for development, $m = 3.61$), and, item-04 (When behaviour feedback is given to employees they take it seriously and use it for development, $m = 3.52$) are found above sixty per cent which is excellent. The lowest of the five items is recorded for item-05 (When problems arise, people discuss these problems openly and try to solve them rather than accusing each other behind the back) at 3.10 (52.5%) which is satisfactory. While, item-02 (There is good team-spirit and cooperation in the organization) reported a mean score of 3.33 (58.25) which is good. The overall percentage of feedback and counselling comes out to be 61.5% which is excellent indicating the existence of a sound mechanism of feedback and counselling in the hospitals of Kashmir.

Assessment of Potential Appraisal and Career Development system in hospitals

Potential appraisal is assessing an employee to identify his courage, calibre and potential to do different jobs or to take-up higher responsibilities within the organization. The potential appraisal and career development aspect of HRD climate in health care institutions of Kashmir has been analysed using five statements in the questionnaire. These five statements cover all essential aspects of potential appraisal and career development and provide a broad assessment of the phenomenon concerned. Table 5 (in Appendix) presents the item-wise mean scores and standard deviations of all the statements used. Besides, it also gives in percentage terms the existing status of potential appraisal and career development culture at various hospitals of Kashmir. The results reveal the existence of an excellent atmosphere for potential appraisal and career development in various hospitals of Kashmir. The overall mean score for the dimension is reported at $m = 3.50$ (62%) which is reasonably good for any organization to have. The highest mean score is recorded for item-04 (Employees sponsored

for training take it seriously and try to learn from the programmes they attend, $m = 4.04$ or 76%). Item-05 (seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take) recorded the next best mean score ($m = 3.60$ or 65%). The other three statements also maintained the satisfactory levels of percentage of above fifty percent. The statement 01 (Job-rotation in this organization facilitates employee development) reported a mean score of $m = 3.33$ (58.2%). While, statement 02 (Career opportunities are pointed out to juniors by senior officers in the organization) and statement 03 (People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended) recorded their mean scores at $m = 3.24$ (56%) and $m = 3.29$ (57.25) respectively. The results are clearly indicative of the fact that there exist a fairly satisfactory system of potential appraisal and career development in the sample selected hospital of Kashmir which is a good sign.

Assessment of Employees Welfare and QWL in Hospitals

The assessment of employee welfare and QWL in hospitals is done using five statements in the questionnaire. These statements enquired about the general climate of work, management support and overall welfare of the employees in their respective work places. The overall mean score for the construct arrived at $m = 3.12$ (53%) suggesting an average level of employee welfare and QWL in various sample selected hospital of Kashmir and thus, indicating a good deal of scope for improvement. The item-wise mean and standard deviations are shown in the Table 6 (see Appendix). While observing the results it is revealed that statement 02 (The top management believes that human resources are an extremely important resource and that they have to be treated more humanly) secured the highest mean score $m = 3.63$ (65.75%) for the construct, meaning thereby that employees in health care sector of Kashmir are fairly treated. The statement 04 and 05 (The psychological climate in this organization is very conducive to any employee interested in developing himself/herself by acquiring new knowledge and skills, $m = 3.18$ or 54.5%; This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes, $m = 3.11$ or 52.7%) both recorded a mean score of more than three suggesting the persistence of fairly satisfactory general as well as psychological climate for work. However, the lowest mean score is reported for item 01 (The top management in health care goes out of its way to make sure that employees enjoy their work, $m = 2.75$ or 43.75%) while item 03 (The top management in health-care is willing to invest a considerable part of their time and other resources to ensure the development of employees, $m = 2.98$ or 49.25%) also maintained a below par mean score and is otherwise, indicative of the fact that management is less interested in making employees stay at work comfortable.

Assessment of Organization Development Interventions in Healthcare Organizations of Kashmir

Organization development has been defined as a planned effort, initiated by a process specialist to help an organization develop its diagnostic skills, coping capabilities, linkage strategies in the form of temporary and semi-permanent system, and a culture of mutuality (Pareek, 1975 in Rao, 1991). This aspect of HRD climate has been measured using five statements in the questionnaire providing a wide assessment of the phenomenon concerned. All these statements have been analysed separately. The results reveal the existence of a satisfactory organization development system to which the above average score of mean ($m = 3.21$) or percentage (55.25%) stands evident (See Table 7 in Appendix). Table 5.13 reports mean score of three or above in every case. The highest mean score $m = 3.49$ (62.25%) is reported for item-04 (Delegation of authority to encourage juniors to develop and handle higher responsibilities is quite common in this organization), which indicates the existence of a good senior-junior relationship. The next best results are reported for item-02 (Employees in this hospital are not afraid to express or discuss their feelings with their superiors/supervisors or even with colleagues, $m = 3.26$ or 56.5%). The statement 01 (Development of human resources is considered while framing personal policies) with a mean score $m = 3.00$ (50%) is reported lowest of all. Statement 03 (When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him, $m = 3.21$ or 55.25%) and statement 05 (Weaknesses of employees are communicated to them in a non-threatening way, $m = 3.09$ or 52.55) also secured above par mean scores. The overall mean score of the organization development construct comes out to be $m = 3.21$ (55.25%), which indicate the existence of a desirable system of organization development.

Assessment of Training and Development System in Healthcare Organisations

Training is essential to improve organizational climate, to help a company fulfil its future personnel needs or existing personnel alterations, to improve productivity, quality and company profits (Singh, 2013p: 45). This construct is assessed using five exploratory statements in the questionnaire covering all the facets of training and development. Table 8 (in Appendix) provides the item-wise mean score, standard deviations and percentage scores of all the scale items measuring training and development dimension of HRD climate in the hospitals of Kashmir. The highest individual mean score is reported for item-02 (Employees returning from training programmes are given opportunities to try out what they have learnt, $m = 3.66$ or 66.5%) which indicates a supportive environment for employees to try out new things while at work. The next best

mean score is reported for item-03 (Employees are sponsored for training programmes on the basis of genuine training needs, $m = 3.46$ or 61.5%). The lowest mean score is reported for item-05 (The top management of this organization makes efforts to identify and utilize the potential of the employees, $m = 2.88$ or 47%) thus, demanding focus from the management for improvement. Item-01 and item-04 (Employees in this health-care unit are encouraged to experiment with new methods and try out creative ideas, $m = 2.98$ or 49.5%; Specific training programmes are organized by hospital authorities on regular basis, $m = 2.98$ or 49.5%) have reported similar mean scores which is slightly below par. Thus, indicating lack of commitment on the part of management to encourage employees for innovation and in arranging necessary training programmes for the development of employees in hospitals. The overall mean score of the construct arrived at 3.19(54.75%) which is satisfactory and thus, indicative of the fact that the hospitals in Kashmir do provide adequate training and development avenues to its workforce to enhance their compatibility with the changing trends of environment.

Conclusion and Suggestions

The government in Kashmir inherits a three-tier system of healthcare delivery which includes primary, secondary, and, tertiary care facility. However, the present study investigated secondary stage health-care institutions to get an insight of the whole health-care set up of Kashmir. The results of the study indicated the existence of a satisfactory level of HRD climate in the sample selected hospitals of Kashmir. The employees in general demonstrated a favourable attitude towards developmental policies being in practice in sample studied hospitals and looked contentious towards their work and the organization as a whole. However the results indicate substantial scope for improvement in the existing HRD structure of hospitals as well as in various factors affecting performance. It is recommended that in order to further strengthen the job related behaviours of employees for better and efficient performance, hospital authorities should patch out and focus on the areas that dissatisfy employees in health-care. The present study observed the following few week areas requiring concern;

1. Most of the employees have shown disagreement with the reward system in hospitals and have complained that good performances are not fairly acknowledged and rewarded (see item 04 in Table 3).
2. The top management in health-care have been found doing usual things and are less concerned about how to make employees stay at work more joyous and comfortable (see item 01 and 03 in Table 6).

3. The overall training and development culture is found above par however, employees are seen dissatisfied with the efforts been made to identify, upgrade and utilize the potential of employees in hospitals (see item 05 in Table 8).

Health-care is a service based industry which employs people to sell its services. However, to keep these people intact with the changing requirements of the complex business environment, they must continuously be developed. Therefore, to ensure the continuous development of the human resource it is necessary for the firms to create a system within the system which is self-reinforcing, self-enhancing to update, upgrade, rejuvenate, and re-invent new skills, learning and knowledge within people to help them maintain pace with the dynamic business environment. Hospitals in Kashmir must focus on ensuring a congenial developmental climate which is conducive to work and supportive for employees. The top managements are required to invest considerable amount of time and efforts to make sure that employees enjoy their work. They should also put in lot of efforts to identify and utilize the potential of employees. Training is an important tool to help people update their skills and also attain new skills. Management should go out of the way to identify training needs of the employees and ensure skill development via sponsored development programmes.

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Appendix

Table- 2: Factors loadings of scale items measuring HRD climate in Hospitals of Kashmir

Items	Variables	Loadings
FACTOR- 01: PERFORMANCE APPRAISAL AND REWARD ($\alpha = 0.814$)		
Q14	The organization's future plans are made known to the senior staff to help them develop their juniors and prepare them for future.	0.566
Q15	Promotion decisions are based on the suitability of the promotee rather than on favouritism.	0.609
Q21	When an employee does good work his supervising officers take special care to appreciate it.	0.769
Q22	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	0.725
Q24	Performance appraisal reports in this health -care unit are based on objective assessment and adequate information and not on any favouritism.	0.457
FACTOR- 02: FEEDBACK AND COUNSELLING ($\alpha = 0.870$)		
Q08	People in this organization are helpful to each other.	0.816
Q12	There is good team-spirit and cooperation in the organization.	0.762
Q27	When seniors delegate authority, the juniors use it as an opportunity for development.	0.707
Q29	When behaviour feedback is given to employees they take it seriously and use it for development.	0.641
Q30	When problems arise, people discuss these problems openly and try to solve them rather than accusing each other behind the back.	0.560
FACTOR- 03: POTENTIAL APPRAISAL AND CAREER DEVELOPMENT ($\alpha = 0.815$)		
Q07	Job-rotation in this organization facilitates employee development.	0.361
Q13	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	0.502
Q16	Employees sponsored for training take it seriously and try to learn from the programmes they attend.	0.701
Q17	Career opportunities are pointed out to juniors by senior officers in the organization.	0.684
Q25	Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take.	0.434

FACTOR- 04: EMPLOYEE WELFARE AND QWL ($\alpha = 0.805$)		
Q01	The top management in health care goes out of its way to make sure that employees enjoy their work.	.712
Q02	The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.	.565
Q03	The top management in health -care is willing to invest a considerable part of their time and other resources to ensure the development of employees.	.720
Q04	The psychological climate in this organization is very conducive to any employee interested in developing himself/herself by acquiring new knowledge and skills.	.629
Q06	This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	.635

FACTOR- 05: ORGANIZATION DEVELOPMENT ($\alpha = 0.783$)		
Q05	Employees in this hospital are not afraid to express or discuss their feelings with their superiors/supervisors or even with colleagues.	0.654
Q09	When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him.	0.711
Q11	Development of human resources is considered while framing personal policies.	0.422
Q26	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quite common in this organization.	0.462
Q28	Weaknesses of employees are communicated to them in a non-threatening way.	0.681

FACTOR- 06: TRAINING AND DEVELOPMENT ($\alpha = 0.822$)		
Q10	Employees in this health -care unit are encouraged to experiment with new methods and try out creative ideas.	0.584
Q18	Employees returning from training programmes are given opportunities to try out what they have learnt.	0.767
Q19	Employees are sponsored for training programmes on the basis of genuine training needs.	0.458
Q20	Specific training programmes are organized by hospital authorities on regular basis.	0.476
Q23	The top management of this organization makes efforts to identify and utilize the potential of the employees.	0.529

Extracted Factor loadings after Varimax Rotation

Table 3: Existing status of Performance Appraisal and Reward in the sampled hospitals

S.No	Statements	Mean	S.D	%age
01	The organization's future plans are made known to the senior staff to help them develop their juniors and prepare them for future.	3.21	1.255	55.2
02	Promotion decisions are based on the suitability of the promotee rather than on favouritism.	3.11	1.205	52.7
03	When an employee does good work his supervising officers take special care to appreciate it.	3.20	1.217	55.0
04	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	2.63	1.177	40.7
05	Performance appraisal reports in this health -care unit are based on objective assessment and adequate information and not on any favouritism.	3.20	1.101	55.0
	Performance Appraisal and Reward (Valid N =285)	3.0687	.90300	51.5

Source: Survey

Table 4 - Existing status Feedback and Counselling in the sampled hospitals

S.No	Statements	Mean	S.D	%age
01	People in this organization are helpful to each other.	3.74	1.199	68.5
02	There is good team-spirit and cooperation in the organization.	3.33	1.223	58.2
03	When seniors delegate authority, the juniors use it as an opportunity for development.	3.61	1.103	65.2
04	When behaviour feedback is given to employees they take it seriously and use it for development.	3.52	1.111	63.0
05	When problems arise, people discuss these problems openly and try to solve them rather than accusing each other behind the back.	3.10	1.319	52.5
	Feedback and Counselling (Valid N=285)	3.4604	.96765	61.5

Source: Survey

Table: 5 - Existing status of Potential Appraisal and Career Development in the sampled hospitals

S.No	Statements	Mean	S.D	%age
01	Job-rotation in this organization facilitates employee development.	3.33	1.259	58
02	Career opportunities are pointed out to juniors by senior officers in the organization.	3.24	1.318	56
03	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	3.29	1.021	57
04	Employees sponsored for training take it seriously and try to learn from the programmes they attend.	4.04	0.870	76
05	Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take.	3.60	1.230	65
	Potential Appraisal and Career Development (Valid N =285)	3.5004	.87284	62

Source: Survey

Table: 6 - Existing status of Employee Welfare and QWL in the sampled hospitals

S.No	Statements	Mean	S.D	%age
01	The top management in health care goes out of its way to make sure that employees enjoy their work.	2.75	1.340	43.7
02	The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.	3.63	1.296	65.7
03	The top management in health care is willing to invest a considerable part of their time and other resources to ensure the development of employees.	2.97	1.264	49.2
04	The psychological climate in this organization is very conducive to any employee interested in developing himself/herself by acquiring new knowledge and skills.	3.18	1.236	54.5
05	This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	3.11	1.309	52.7
	Employee Welfare and QWL (Valid N =285)	3.1283	.96648	53.0

Source: Survey

Table: 7 - Existing status Organization Development in the sampled hospitals

S.No	Statements	Mean	S.D	%age
01	Development of human resources is considered while framing personal policies.	3.00	1.048	50.0
02	Employees in this hospital are not afraid to express or discuss their feelings with their superiors/supervisors or even with colleagues.	3.26	1.386	56.5
03	When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him.	3.21	1.392	55.2
04	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quite common in this organization.	3.49	1.225	62.2
05	Weaknesses of employees are communicated to them in a non-threatening way.	3.09	1.166	52.2
	Organization Development (Valid N =285)	3.2113	.91520	55.2

Source: Survey

Table: 8 - Existing status of Training and Development in the sampled hospitals

S.No	Statements	Mean	S.D	%age
01	Employees in this health care unit are encouraged to experiment with new methods and try out creative ideas.	2.98	1.215	49.5
02	Employees returning from training programmes are given opportunities to try out what they have learnt.	3.66	0.991	66.5
03	Employees are sponsored for training programmes on the basis of genuine training needs.	3.46	1.055	61.5
04	Specific training programmes are organized by hospital authorities on regular basis.	2.98	1.251	49.5
05	The top management of this organization makes efforts to identify and utilize the potential of the employees.	2.88	1.136	47.0
	Training and Development (Valid N =285)	3.1932	.86626	54.7

Source: Survey