

## **HRD Climate and Employee Development in Healthcare Organizations in Bengaluru City**

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“Human capital will go where it is wanted, and it will stay where it is well treated. It cannot be driven; it can only be attracted”- Walter Writson, Former chairman, Citi Bank.

### **Abstract**

Human Resource Development is concerned with the development of employee competencies, as to make them more functional and productive. Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual. A modest attempt has been made in this paper to present the findings of the HRD climate and Employee Development survey conducted in twenty one hospitals in Bengaluru city. The results shows that the overall HRD Climate is positive and the relationship between Employee development and HRD Climate is satisfactory in the healthcare organisations studied.

**Key words:** Healthcare, Employee Development, HRD Climate.

### **Introduction**

Health is an important asset to survive in this competitive world. In the rat race around the advanced technology a person with overall health (physical and mental health) is very important for the long run. Healthcare is one of the prime indicators of Human Development Index and U.N's Millennium Development goals. Healthcare organizations play a vital role in the life of individuals, groups, organization's, nations and societies. The effectiveness of healthcare organization requires productivity culture and productivity climate to motivate its employees towards the organizational purpose. Organization culture refers to the pattern of values, norms, beliefs, attitudes and assumptions of people. (Armstrong, 2002). Organizational climate is a perception and is descriptive. Perceptions are sensations or realizations experienced by an individual. Descriptions are what a person reports of these sensations (Rousseau, 1988). Organizational effectiveness refers to an organizations productivity, performance and output. HRD climate refers to how people perceive the HR policies, practices, procedures and working of an organization. “The effectiveness of critical business policies depends on the extent to which our assumptions about human motivation are accurate” (David Sirota,et al, 2005).

HRD climate and practices have significant positive effects on organizational effectiveness indicators such as market value, rate of return on capital employed, revenue growth, productivity and even organizational survival (David Lewin, 2005). The human resource subsystem is a part of the total system or organization, and other subsystems are: tasks, technology and structure. Organizational theorists proposed various dimensions of organizational climate and all the dimensions refer to people and interpersonal relationships. Likert proposed six dimensions of climate that is leadership, motivation, communication, decisions, goals and control (Likert, 1967). Litwin and Stringer proposed seven dimensions,

conformity, responsibility, standards, rewards, clarity, support and warmth (Litwin and Stringer, 1968). Pareek's review of various studies on organizational climate identified twelve dimensions of organizational climate: interpersonal relationships, management of mistakes, conflict management, risk taking, trust, orientation, communication, problem management, hyper vision, innovation and change, management of rewards and decision making (Udai pareek and sushma Khanna, 2011). As mentioned above organizational culture is a concept that is related to the concept of organizational climate. "Studies have found only a modestly positive relationship between culture performances (D.R.Dension, 1990). Organizational performance depended on organsational climate as enunciated by Peter F. Drucker, when he said that the manager's role is to create an environment where people contribute their best (Peter F. Drucker, 1972). After their land mark research on organizational effectiveness, Perters and Waterman in their magnum opus, *In Search of Excellence* concluded that the organizational climate and culture of the excellent companies contributed to their performance (Thomas J. Peters, 1982). Founder C.E.O of Panasonic, Japan, Mr. Matsushita put the whole gamut of relationships between organizational climate and organization effectiveness in one sentence, "making people before making products"(P.Venkataramana, 1997).

Healthcare organizations had their origin in the healing temples of ancient Egypt, public hospitals of Buddhist India, and Mohammanan East and the sick houses of Israel. The terms hospital and healthcare care organization are used interchangeably. By definition, a hospital is a place where people who are ill or injured are treated and taken care of by doctors and nurses (Cambridge Advanced Learner's Dictionary, 2005). Healthcare refers to the set of services provided by a country or an organization for the treatment of the physically and the mentally ill. Technological developments have increased the scope and level of activities undertaken by hospitals. Today's hospital in its new role as a healthcare organization undertakes treatments and surgeries as primary functions and also deals in medical insurance, medical tourism, medical supply chain, telemedicine and mobile medical care and a host of related activities.

### **HRD Climate**

Human Resource Development is concerned with the development of employee competencies. It includes employee training, career planning and development, performance management and development, and organization development. Leonard Nadler who coined the term HRD (at American Society for Training and Development in United States of America) defined it as those learning experiences which are organized and designed to bring about the possibility of behavioral change (Leonard Nadler, 1969). The Centre for HRD, Xavier Labour Relations Institute (XLRI) developed a 38-item HRD climate questionnaire to survey the level of development climate and importance given to human factor by the top management and line mangers (T. V. Rao and E. Abraham, 1986). The developmental climate is expected to have the following characteristics (E. Abraham, 1989):

- a) Treating people as the most important resource.
- b) Continuously developing competencies of all employees.
- c) Openness in communication.
- d) Encouraging risk taking orientation.
- e) Utilizing feed for proactive culture climate of trust.
- f) Team work.
- g) Discourage favoritism.
- h) People friendly personnel policies.

## Literature Review

**Table 1: A bird's eye view of the studies on HRD Climate**

| Author                                  | Year | Organizations                       | Main Findings                                                                                                                                                                    |
|-----------------------------------------|------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| T. V. Rao and E. Abraham                | 1986 | Different Industries                | General HRD climate in the organizations studied appears to be just at an average level mainly due to the indifference of the of the employees to their own personal development |
| E. Abraham                              | 1989 | Different Industries                | Found that HRD climate is a powerful intervening variable in facilitating organizational performance                                                                             |
| Venkateswaran                           | 1997 | Public Sector Companies             | Public sector companies have the presence of positive HRD climate                                                                                                                |
| Srimannarayana                          | 2001 | Software Companies                  | Identified a below average level of HRD climate in a software organization in India                                                                                              |
| Agarwala                                | 2002 | IT Industry and Automobile Industry | Study found more developmental HRD climate in IT industry when compared to the automobile industry                                                                               |
| Lewlyn L.R Rodrigues                    | 2004 | Engineering Institutes              | Study found highly satisfactory HRD climate in engineering institutes                                                                                                            |
| Desinme, Werner and Harris              | 2002 | Different Industries                | People contribute to organizational performance and organizations are giving importance to human factor                                                                          |
| Athreya                                 | 1988 | Different Industries                | The recognition given to human factor in organizations plays a crucial role in developing productive work culture                                                                |
| Mishra                                  | 1999 | Different Industries                | People centered organsational climate paves the way for employee satisfaction                                                                                                    |
| V. Rama Devi and P. Lakshmi Narayanamma | 2014 | Healthcare and Banking Sector       | Shows pretty good HRD Climate                                                                                                                                                    |
| Alphonsa, V.K, Sr.                      | 2000 | Health Care Industry                | HRD climate is satisfactory                                                                                                                                                      |
| Mufeed, S.A                             | 2006 | Health Care Industry                | Found a significant difference in the perception of medical and para medical staff of organizations and indicated the existence of poor HRD climate in the hospitals.            |
| Singh, D                                | 2012 | Health Care Industry                | Doctors perceived positive HRD when compared to nurses and paramedical staff.                                                                                                    |
| Smruti, P. and G. Rashmi                | 2011 | Management Institute                | Positive relationship between HRD climate and demographic profile of the respondents.                                                                                            |
| V. Rama Devi and Bhaskar Naga           | 2014 | Health Care Industry                | Similar HRD climate in both the corporate hospitals studied by the researches.                                                                                                   |

|                                         |      |                     |                                                                                                                                                                                                                            |
|-----------------------------------------|------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dr. Darakhshan Anjum and Raashidah Gani | 2018 | Healthcare Industry | The study clarifies the effects of HRD climate and its components on Quality of work. All the components of HRD climate (General Climate, HRD Mechanism and OCTAPACE Culture) have been found influencing Quality of work. |
| B. Yogeswari , Dr. S. Malathi           | 2022 | Healthcare Industry | Three aspects of the HRD climate are significantly correlated.                                                                                                                                                             |

As seen from the Table 1, healthcare organizations are yet to receive the required attention of the researches especially in the state of Karnataka. India's healthcare system is gaining importance because of its affordability and service providing healthcare professionals. Karnataka's capital Bangalore is the second fastest growing major metropolis in India. Bengaluru Known as the "Silicon Valley of Indian Healthcare," it is a leader in medical technology, including robotic surgeries and cardiac treatments. The city own autonomous institutions with high caliber medical professionals. Bangalore is also called as the second healthcare capital of India. It is also known for well-established infrastructure. Growing needs demand competent professionals to be updated with changing necessities. There is a need of regular assessment and training to meet the daily challenges in their field.

### Objectives of the Study

1. To explore the existing status of HRD climate in the health-care organizations of Bengaluru.
2. To check out if there is any significant relationship among HRD climate dimensions.
3. To study the relationship of employee development and HRD Climate in healthcare organizations of Bengaluru.

### Methodology

**Research Design:** This study employs a quantitative, cross-sectional descriptive design to examine the relationship between institutional Human Resource Development (HRD) climate and employee development within large-scale healthcare facilities.

**Sampling and Target Population:** A purposive sampling strategy was utilized to select 21 healthcare institutions meeting a strict inclusion criterion of a 500-bedded operational capacity. To capture an authoritative institutional overview of HR operations, a Key Informant approach was applied. The final sample size consists of 21 higher-order leadership professionals (N = 21), with exactly one high-level executive (e.g., HR Managers, Chief Executive Officers) surveyed per hospital.

**Data Collection Instruments:** Primary data was gathered using a structured, self-administered questionnaire divided into two key measurement scales:

- **HRD Climate:** Evaluated using the standardized Rao HRD Climate Survey framework (Rao, T. V. & E. Abraham, 1986).

- Employee Development: Assessed via an adapted 10-item questionnaire sourced from the paper ““An Empirical Presentation of HRD Climate and Employee Development in Telecommunication Industry” by Nawab Ali Khan, Sheema Tarab (2012).

Unit of Analysis: Because data points represent localized institutional environments as reported by a sole executive representative, the organization (the hospital) serves as the primary unit of analysis for this study.

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### Measurement of the Present Construct

To measure the HRD Climate an instrument consisting of 38 items which was developed by Rao and Abraham is used. It has been divided into three categories i.e., the first category is General Climate, second one is OCTAPAC Culture comprising seven factors namely, Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity and Collaboration and the third category is HRD mechanism such as training, performance appraisal, potential appraisal, organization development, feedback, and performance coaching, career planning, rewards, employee welfare, quality of work life and human resource information systems.

Employee development is encouraging employees to acquire new or advanced skills, knowledge, and viewpoints, by providing learning and training facilities, and avenues where such new ideas can be applied (business dictionary). Employee development plays a very crucial role for the organizations in creating skilled employee, which is important for them to sustain in this competitive business environment. Employee development yields in Employee engagement by motivated and job satisfied employees. To measure the level of employee development a self-administered questionnaire is used. Which was used earlier in paper “An Empirical Presentation of HRD Climate and Employee Development in Telecommunication Industry” by Nawab Ali Khan, Sheema Tarab, consisting of 10 items have been conducted among the sample respondents to retrieve their perceptions.

The profile of the respondents is given below:

**Table 2: Age of the respondents**

| Age group in years | Frequency | Percent      |
|--------------------|-----------|--------------|
| 36-45              | 6         | 28.6         |
| 46-55              | 15        | 71.4         |
| <b>Total</b>       | <b>21</b> | <b>100.0</b> |

**Table 3: Experience of the respondent**

| Experience in years | Frequency | Percent      |
|---------------------|-----------|--------------|
| 0-10                | 3         | 14.3         |
| 11-15               | 3         | 14.3         |
| 16-20               | 8         | 38.1         |
| More than 20        | 7         | 33.3         |
| <b>Total</b>        | <b>21</b> | <b>100.0</b> |

### HRD Climate Analysis

From among the 21 respondents 6 are from 36 to 45 years age group and 15 are from 46 to 55 years (Table2). More than 15 years of experience respondents are about 15 and less than 15 years of experience are 6 (Table 3). The item wise mean score of the 21 sample is presented in the appendix 1. The questionnaire used 5 point scale, average mean score of 3 around indicates a moderate tendency on that dimension. Scores around 4 indicate a fairly good degree of existence. Here, the overall HRD Climate is 3.9 which indicate the existence of a just above average degree of HRD Climate. The first major component HRD Climate is General climate in that most of the items have shown an above average response and also indicates a fairly a good degree of existence in items 1, 2, 4, 5 and 13. The overall general climate mean score is 4.09 and the standard deviation is .524 revealing that good existence of general climate in the organisation. In the second component of HRD Climate in OCTAPAC Culture most of the items have shown an above average response and also indicates a fairly a good degree of existence in item 31 mean score of 4.04. The overall OCTAPAC Culture existence is good with the mean score of 3.7 and the standard deviation is .46. The last component of HRD Climate HRD mechanism most of the items have shown an above average response and also indicates a fairly a good degree of existence in items 12, 26, 33. The overall HRD mechanism existence is good with the mean score of 3.9 and the standard deviation is .409. The overall HRD Climate mean score is 3.91 and the standard deviation is .453 showing that employees are treated as their valuable assets in the organization's selected for survey.

### Employee Development Analysis

The item wise mean score and the standard deviation of the responses of the 21 collected from the healthcare organizations in Bengaluru city is presented in appendix 2. The overall Employee Development mean score is 3.9 and the standard deviation is .4334 showing that organizations are interested in employee development issues.

**Table-4: Showing overall Mean and Standard Deviation of HRD Climate and Employee Development in Healthcare Organizations in Bengaluru.**

| Variables                           | Mean   | Std. Dev. |
|-------------------------------------|--------|-----------|
| <b>General Climate</b>              | 4.0909 | .52460    |
| <b>OCTAPAC Culture</b>              | 3.7381 | .46254    |
| <b>HRD Mechanism</b>                | 3.9048 | .40987    |
| <b>Overall HRD Climate</b>          | 3.9113 | .45336    |
| <b>Overall Employee Development</b> | 3.9762 | .43348    |
| <b>Sample size (N) = 21</b>         |        |           |

Source: Primary data collected and compiled by the researchers.

**Relationship between HRDC and Employee Development:****Table-5: Showing Descriptive Statistics showing correlation between HRDC and ED**

|                                                              |                     | GC     | HRDM   | OC     | ED     | HRDC   |
|--------------------------------------------------------------|---------------------|--------|--------|--------|--------|--------|
| <b>GC</b>                                                    | Pearson Correlation | 1.000  | .966** | .913** | .949** | .987** |
|                                                              | Sig. (2-tailed)     |        | .000   | .000   | .000   | .000   |
|                                                              | N                   | 21.000 | 21     | 21     | 21     | 21     |
| <b>HRDM</b>                                                  | Pearson Correlation | .966** | 1.000  | .882** | .939** | .974** |
|                                                              | Sig. (2-tailed)     | .000   |        | .000   | .000   | .000   |
|                                                              | N                   | 21     | 21.000 | 21     | 21     | 21     |
| <b>OC</b>                                                    | Pearson Correlation | .913** | .882** | 1.000  | .954** | .958** |
|                                                              | Sig. (2-tailed)     | .000   | .000   |        | .000   | .000   |
|                                                              | N                   | 21     | 21     | 21.000 | 21     | 21     |
| <b>ED</b>                                                    | Pearson Correlation | .949** | .939** | .954** | 1.000  | .974** |
|                                                              | Sig. (2-tailed)     | .000   | .000   | .000   |        | .000   |
|                                                              | N                   | 21     | 21     | 21     | 21.000 | 21     |
| <b>HRDC</b>                                                  | Pearson Correlation | .987** | .974** | .958** | .974** | 1.000  |
|                                                              | Sig. (2-tailed)     | .000   | .000   | .000   | .000   |        |
|                                                              | N                   | 21     | 21     | 21     | 21     | 21.000 |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |        |        |        |        |        |

Source: Data Analyzed by the researchers

The mean core of HRD Climate and employee development in the organization reveals the positive relationship existing between them correlation analysis was carried out to test their relationship. The result shows correlation of .974 which is significant and positive relationship between HRD climate and Employee development. A further analysis was conducted to find the relationship between the three major components or dimensions of HRD Climate with employee development (table 5) the result shows that employee development with all the three components have significantly correlated with each other. Between the General climate and overall HRD climate correlation is .987, OCTAPAC Culture and overall HRD Climate correlation is .958 HRD mechanism and overall HRD Climate correlation is .974 showing there is a high correlation between all the three components and overall HRD Climate.

**Conclusion:** The HRD climate of an organization plays a very vital role in safeguarding the competency, motivation and development of its employees. The result shows that HRD Climate is good and the relationship between employee development and HRD climate is satisfactory in the selected organizations for survey. The climate is generally considered reasonably well but possesses significant scope for improvement. This study is a modest survey; a further study can throw more light on the valuable information which can be used for suggesting development of competencies and training in workplace. It is possible to establish world class healthcare organisations, delivered with productive culture and climate.

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### Appendix-1

**Results of Mean and Standard Deviation for HRD climate Questionnaire**

| No. | Items                                                                                                                                 | Mean   | Std. Dev. |
|-----|---------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|
| 1   | The top management of this organization goes out of it way to make sure that employees enjoy their work.                              | 4.6667 | .57735    |
| 2   | The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.   | 4.7143 | .46291    |
| 3   | Development of the subordinates is seen as an important part of their job by the mangers/officers here.                               | 3.9524 | .66904    |
| 4   | The personnel policies in this organization facilitate employee development.                                                          | 4.0476 | .74001    |
| 5   | The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees. | 4.1429 | .79282    |
| 6   | Senior officer/executives in this organization take active interest in their juniors and help them learn their job.                   | 3.6667 | .57735    |

|            |                                                                                                                                                                       |        |         |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|
| 7          | People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.                                                     | 3.7619 | .43644  |
| 8          | Managers in this organization believe that employee behavior can be changed and people can be developed at any stage of their life.                                   | 3.9524 | .97346  |
| 11         | The psychological climate in this organization is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.             | 3.7619 | .62488  |
| 13         | The top management of this organization makes efforts to identify and utilize the potential of the employees.                                                         | 4.4286 | .50709  |
| 36         | The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.                                | 3.9048 | .62488  |
|            | <b>Overall General Climate</b>                                                                                                                                        | 4.0909 | .52460  |
| <b>No.</b> | <b>Items</b>                                                                                                                                                          |        |         |
| 9          | People in this organization are helpful to each other.                                                                                                                | 3.8095 | 1.03049 |
| 10         | Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors.                                       | 3.9048 | .62488  |
| 18         | People in this organization do not have any fixed mental impressions about each other.                                                                                | 3.9048 | .76842  |
| 19         | Employees are encouraged to experiment with new methods and try out creative ideas.                                                                                   | 3.6190 | .58959  |
| 20         | 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. | 3.6667 | .57735  |
| 22         | When behavior feedback is given to employees they take it seriously and use it for development.                                                                       | 3.7143 | .90238  |
| 23         | Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.                                   | 3.6190 | .49761  |
| 25         | Employees returning from training programs are given opportunities to try out what they have learnt.                                                                  | 3.8571 | .57321  |
| 27         | People trust each other in this organization.                                                                                                                         | 3.9048 | .70034  |
| 28         | Employees are not afraid to express or discuss their feelings with their superiors.                                                                                   | 3.8095 | .67964  |
| 29         | Employees are not afraid to express or discuss their feelings with their subordinates.                                                                                | 3.2381 | .62488  |
| 30         | Employees are encouraged to take initiative and do things on their own without having to wait instructions from supervisors.                                          | 3.3333 | .73030  |
| 31         | Delegation of authority to juniors, the juniors use it as an opportunity for development.                                                                             | 4.0476 | .74001  |
| 32         | When seniors delegate authority to juniors, the juniors use it as an opportunity for development.                                                                     | 3.9048 | .62488  |
|            | <b>Overall OCTAPAC Culture</b>                                                                                                                                        | 3.7381 | .46254  |

| No. | Items                                                                                                                                    |        |        |
|-----|------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|
| 12  | Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.                               | 4.5714 | .50709 |
| 14  | Promotion decisions are based on the suitability of the promote rather than on favoritism.                                               | 3.8571 | .57321 |
| 15  | There are mechanisms in this organization to reward any good work done or any contribution made by employees.                            | 3.8095 | .60159 |
| 16  | When an employee does good work his supervising officers take special care to appreciate it.                                             | 3.6667 | .48305 |
| 17  | Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism       | 3.6667 | .48305 |
| 21  | Weaknesses of employees are communicated to them in a non-threatening way.                                                               | 3.8571 | .72703 |
| 24  | When employees are sponsored for training, they take it seriously and try to learn from the programs they attend.                        | 3.6667 | .65828 |
| 26  | Employees are sponsored for training programs on the basis of genuine training needs.                                                    | 4.0000 | .54772 |
| 33  | Team spirit is high order in this organization.                                                                                          | 4.2857 | .46291 |
| 34  | When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.     | 3.7143 | .56061 |
| 35  | Career opportunities are pointed out to juniors by senior officer in the organization.                                                   | 3.8095 | .51177 |
| 37  | This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes. | 3.9048 | .62488 |
| 38  | Job-rotation in this organization facilitates employee development.                                                                      | 3.9524 | .49761 |
|     | <b>Overall HRD Mechanism</b>                                                                                                             | 3.9048 | .40987 |
|     | <b>Overall HRD Climate</b>                                                                                                               | 3.9113 | .45336 |

### Appendix-2

#### Results of Mean and Standard Deviation for Employee Development Questionnaire

| No. | Items                                                                                  | Mean   | Std.Dev. |
|-----|----------------------------------------------------------------------------------------|--------|----------|
| 1   | Your Company is a catalyst of change and innovation.                                   | 3.9524 | .66904   |
| 2   | Managers in your company have a clear sense of direction.                              | 4.7143 | .46291   |
| 3   | To Perform your job without any hassle, required information and guidance is provided. | 3.9048 | .62488   |
| 4   | You have been given ample freedom to work in your organization.                        | 3.6190 | .49761   |
| 5   | You are rewarded/ appreciated for your good work.                                      | 4.6667 | .57735   |
| 6   | Staff meetings are open and have honest participation in your organization.            | 3.8571 | .57321   |

|    |                                                                                                                       |        |        |
|----|-----------------------------------------------------------------------------------------------------------------------|--------|--------|
| 7  | Training programs are organized on a regular basis for the up gradation and enhancement of your knowledge and skills. | 3.8095 | .60159 |
| 8  | Company offers real opportunities to improve and utilize your skills.                                                 | 3.6667 | .48305 |
| 9  | Seniors/superiors have friendly relations with their subordinates and juniors.                                        | 3.6667 | .48305 |
| 10 | Delegation of authority is practiced by the top level managers in your company.                                       | 3.9048 | .76842 |
|    | <b>Overall Employee Development</b>                                                                                   | 3.9762 | .43348 |