

HUMAN RESOURCE DEVELOPMENT CLIMATE AND ITS INFLUENCE ON QUALITY OF WORK OF EMPLOYEES IN HEALTHCARE SECTOR: A CASE STUDY OF GMC AND ASCOMS IN JAMMU

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Abstract: Human resources play the most critical and significant role in achieving organizational goals in healthcare industry. Healthcare sector is the backbone of our society which deals with humans as well as human resources. However the efficiency of the human resources can only be maximised by adopting human resource strategies relevant to the healthcare sector. Therefore, organizations have to build a favorable working environment where in employees can contribute for the overall growth of an organization. The effective performance of this human resource depends on the type of Human Resource Development climate that prevails in the organization; if it is good then the employee's performance will be high, but if it is average or poor then the performance will be low. The present study is an attempt to study the prevailing status of HRD Climate in healthcare sector. Moreover this study examines the human resource development climate and its impact on quality of work in the sample study hospitals (GMC and ASCOMS).

Keywords: HRD Climate; Impact; Quality of Work; Healthcare Sector; GMC; ASCOMS

INTRODUCTION

Human capital is regarded as an asset for an organization and thus their proper development should be ensured for the betterment of an organization. In today's international marketplace, human assets are more imperative to the enterprise than physical capital and human capabilities will determine the worth of enterprise and give the competitive edge. In this context, the role of Human Resource Development is very crucial for developing the capabilities and competencies of employees as well as creating an atmosphere of continuous learning which will help in ensuring positive impact among the employees in general and in the whole organization in particular. *Armstrong and Baron (2002)* believed that Human Resource Development (HRD) is concerned with providing necessary skills for employee learning and development opportunities which will help in ensuring the improvement of organizational, team and individual performance. *Smith (1998)*, highlighted that climate consists of those circumstances within the organization that affects the existence of employees and the activities inside the organization.

Moreover, efficient workforce may lead to effective operations which in turn result in the better utilization of available resources and timely accomplishment of organizational goals. The change that has most impacted organizations in the past decade has been the increasing realization that human resource of an organization is the primary source of competitive advantage and that they have to be taken care of well. In this study we propose HRD climate as an important factor influencing the quality of work of an organization.

REVIEW OF LITERATURE

Darakhshan Anjum & Raashidah Gani (2018), while studying the various models of HRD Climate and their application in the healthcare sector found that HRD climate is a contributing or influencing factor to increase the level of job performance of the employees and HRD Climate is a major force in estimating and considering the overall development and progress level of the organization. *Nirmala Sumithra & S.M. Chockalingam (2017)*, while Studying the Human Resource Development Climate in the Select Software Companies in Bengaluru City found that insufficient training and development and lack of employees' participation are the crisis of employees towards human resource development climate. In addition, they stated that to make certain a positive output, attention to the factors identified in the recommended framework is essential for the human resource development climate. *Shweta, M, Vishal, G & Manoj, M. (2016)*, studied the relationship between HRD Climate and Customer Satisfaction in Indian Private Banks, the data was collected from the employees and customers who were served straightly by the bank employees. They concluded that all the three components of HRD Climate have a positive impact on customer satisfaction. *S.A Mufeed (2014)*, while examining the Human Resource Development Climate in major hospitals found that an essential variation in the perception of medical and para- medical staff of the sample study organizations was found and also the results highlighted the survival of poor Human Resource Development Climate in the hospitals. Thus the role of top management is pivotal for implementing Human Resource Development Climate Practices which will yield higher satisfaction and increased performance. "*Bhuvaneswari, Sugunya and Vishnu Priya (2013)*," in their study observed the Quality of Work Life among employees in Neyveli Lignite Corporation LTD, Tamilnadu. The conclusion reveals that a maximum number of the respondents are satisfied with their job, training and development, freedom to work, health, and Quality of Work Life. *Vijay Anand (2013)*, in his study, measures the Quality of Work among employees in India Textile Industry using Walton's model. The results showed that with regard to fair and sufficient payment the employee's belief is lower than the normal and their income is not satisfactory and is not connected with their job. Thus the results lead to the dissatisfaction of employees. *Shiney Chib (2012)* conducted a study on, "Quality of Work and organizational performance at the workplace of a private manufacturing unit, Nagpur, India through a prepared questionnaire containing 31 items. The study reveals that Quality of Work had an important association with organizational performance." *Singh*

(2012) in his study observed that the top management assurance to Human Resource Development Climate has been comparatively better for doctors than nurses and paramedical staff. *Smruti P. and Rashmi G. (2011)* in their research initiate an irrelevant relation among the conception of employees about Human Resource Development Climate and demographic characters likeability, age, and job status but a significant relationship was found based on demographic profiles like sex and experience of respondents. "*Silkhe and Choudhary (2011)*," analyzed and observed the relationship and impact of Human Resource Development Climate on job satisfaction as an organizational performance assesses in selected public sector organizations. They concluded that Human Resource Development Climate has a specific impact on job satisfaction which in turn leads to the better organizational performance. *Saraswathi (2010)* studied the degree of developmental change prevailing in software and manufacturing industries in India. The study was based on the three elements: General Climate, Human Resource Development Mechanism, and OCTAPACE culture. These three variables were better in software units as compared to manufacturing. A significant difference was found between software and manufacturing organizations.

OBJECTIVES OF THE STUDY:

- 1) To study the prevailing status of HRD Climate in healthcare sector.
- 2) To find out the impact of HRD Climate on the Quality of Work of medical and paramedical staff of GMC and ASCOMS.

HYPOTHESIS OF THE STUDY:

H1: There is significant difference in Human Resource Development Climate between GMC and ASCOMS.

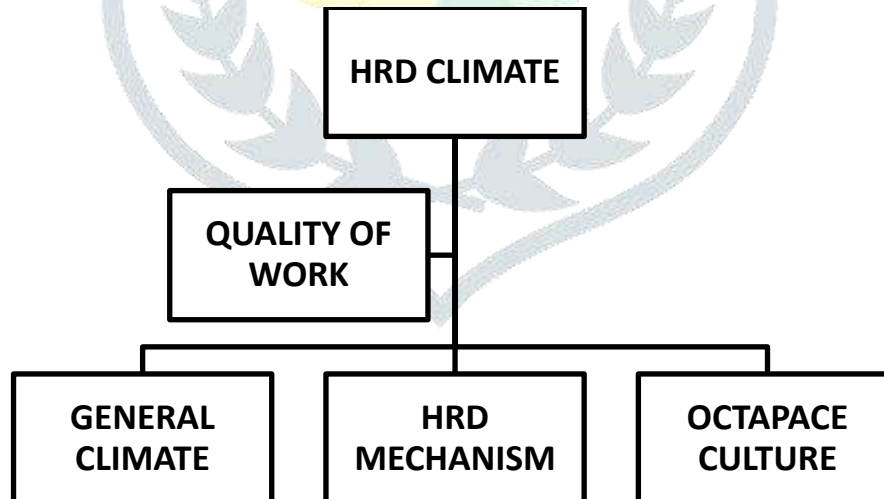
H2: There is significant impact of Human Resource Development Climate on Quality of Work of medical and para- medical staff of the hospitals.

NEED FOR PRESENT STUDY:

Most of the public and private sector organizations in India are using the techniques and approaches of Human Resource Development to develop their employees for the achievement of organizational goals with individual satisfaction and growth. A good number of Human Resource Development Practices have been generated in one form or the other in many public and private sector organizations. While most of the sectors have seen the research on Human Resource Development Practices at national and global level but less work has been seen in hospitals and health care sector that too in the State Jammu and Kashmir. The State Jammu and Kashmir have seen less initiative on Human Resource Development Climate Practices. An amiable Human Resource Development Climate is tremendously important for the definitive accomplishment of the business goals. Presently a look at the Health Care Sector in J&K would reveal that it has not undergone the desired change to keep pace with ever-changing society.

Therefore it's essential for an organization to make a Quality relationship between its employees and working atmosphere. The present study is aimed at studying the existing Human Resource Development Climate and its impact on Quality of Work of employees in Health Care Sector while taking into account GMC and ASCOMS.

RESEARCH FRAMEWORK:



RESEARCH APPROACH AND DESIGN:

The present research is descriptive in nature and is based on both primary as well as secondary data. The primary data will be collected with the help of a well structured and administered questionnaire advanced by Rao, T.V, and Abraham (1990). This is a popular instrument which is used widely based on 38 items encompassing: General Climate, OCTAPACE Culture, and Human Resource Development Mechanism. For the purpose of collecting information from the respondents, questionnaires shall be distributed to the respondents directly and by conducting interviews and through mail. Secondary data shall be obtained from the sample study institutions, research journals, magazines, annual reports, other published material, and online sources.

i) Study Area:

The present study seeks to examine the Human Resource Development Climate and its influence on Quality of Work of employees in the Health Care Sector in Jammu. For the study, one Public and one Private hospital will be taken. Health Sector is one of the most essential and important

indicators of development of an economy. The Jammu Division has two Medical Colleges and associated hospitals, Six (6) District hospitals and a chain of Primary Health Centres, Allopathic Dispensaries, Sub-Centres and a number of Medical Aid Centres. Moreover, there are Twenty (20) Private hospitals in Jammu & for the purpose of our studies we have selected only two hospitals viz; one Public and one Private hospital which are both leading hospitals Jammu.

The sample organizations include;

- 1) Govt. Medical College Jammu (GMC).
- 2) Acharya Shri Chander College of Medical Sciences Jammu (ASCOMS).

Sample Organizations at a Glance:

Government Medical College Jammu, the first and the foremost institution was recognized in May 1973 located in Jammu. Its rationale is to present renowned education and deliver the better health care service to the people of this province. But at present, GMC Jammu is offering to the patients not only from Jammu region but also from the whole J&K State.

Acharya Shri Chander College of Medical Sciences and Hospital (ASCOMS), Jammu was recognized in 1996 and is situated about 8 Kms away from the heart of Jammu City. The College commands a charming beauty all around with Mata Vaishno Devi Trikuta Hills and snow sheltered peaks on the north and small green hills adjoining other sides. The institute has an affiliation with the University of Jammu which is also the penetrating body of the program presented by the institution.

ii) Sampling Method:

Stratified Random Sampling technique was used for the selection of sample respondents. Both male and female doctors, nurses and other employees (medical and para-medical staff) were taken from both the sectors.

DATA ANALYSIS AND INTERPRETATION

- 1) To study the prevailing status of HRD Climate in healthcare sector.

To meet this objective, we will talk about the HRD Climate descriptive among GMC and ASCOMS and you will interpret as below.

Table: 1

Group Statistics					
	Hospital	N	Mean	Std. Deviation	Std. Error Mean
General Climate	GMC	270.00	3.06	.90	.07
	ASCOM	139.00	3.30	.74	.06
HRD Mechanism	GMC	270.00	3.14	.78	.06
	ASCOM	139.00	3.32	.68	.06
OCTAPACE Culture	GMC	270.00	3.16	.85	.06
	ASCOM	139.00	3.35	.66	.06

Table 1 reveals that the mean for GMC towards General Climate is (M.S= 3.06), HRD Mechanism (M.S= 3.14) and mean score towards OCTAPACE Culture is (M.S= 3.16). Whereas the mean for ASCOMS towards General Climate is (M.S= 3.30), HRD Mechanism (M.S=3.32) and mean score towards OCTAPACE Culture is (M.S= 3.35).

Statistically, it is improved that employees of ASCOMS are exposed to a better HRD Climate when compared with HRD Climate at GMC, Jammu.

- 2) To find out the impact of HRD Climate on the Quality of Work of medical and paramedical staff of GMC and ASCOMS.

To meet this objective data file was split into two halves on the basis of medical and paramedical staff and the results are:

Table 2

Descriptive Statistics for Medical			
	Mean	Std. Deviation	N
QUALITY OF WORK	3.2698	.49373	158
General Climate	3.1348	.82743	158
HRD Mechanism	3.1399	.79116	158
OCTAPACE Culture	3.2100	.78727	158

a. Job Nature = Medical

Table 2 reveals that mean score for medical staff in terms of impact of HRD Climate on Quality of Work is (M.S= 3.26), mean score for General Climate is (M.S= 3.13), HRD Mechanism (M.S= 3.13) and the mean score of medical staff towards OCTAPACE Culture is (M.S= 3.21).

Table: 3

Descriptive Statistics for Paramedical			
	Mean	Std. Deviation	N
QUALITY OF WORK	3.31	.59	251
General Climate	3.22	.80	251
HRD Mechanism	3.21	.72	251
OCTAPACE Culture	3.24	.77	251

a. Job Nature = Paramedical

Table 3 reveals that that mean score for para-medical staff in terms of impact of HRD Climate on Quality of Work is (M.S= 3.31), mean score for General Climate is (M.S= 3.22), HRD Mechanism (M.S= 3.21) and the mean score of para-medical staff towards OCTAPACE Culture is (M.S= 3.24).

The result showed that Paramedical staff of the sample study organizations has high impact level of HRD Climate on Quality of Work than Medical staff.

HYPOTHESIS TESTING

H1: There is significant difference in Human Resource Development Climate between GMC and ASCOMS.

Independent sample t-test was used to test this hypothesis. The results are as shown below.

Table 4

Group Statistics					
	Hospital	N	Mean	Std. Deviation	Std. Error Mean
General Climate	GMC	270.00	3.06	.90	.07
	ASCOM S	139.00	3.30	.74	.06
HRD Mechanism	GMC	270.00	3.14	.78	.06
	ASCOM S	139.00	3.32	.68	.06
OCTAPACE Culture	GMC	270.00	3.16	.85	.06
	ASCOM S	139.00	3.35	.66	.06

Table 4 reveals that the mean for GMC towards General Climate is (M.S= 3.06), HRD Mechanism (M.S= 3.14) and mean score towards OCTAPACE Culture is (M.S= 3.16). Whereas the mean for ASCOMS towards General Climate is (M.S= 3.30), HRD Mechanism (M.S=3.32) and mean score towards OCTAPACE Culture is (M.S= 3.35).

Descriptive gives an indication that HRD Climate at ASCOMS is more favorable. To test this statistically, independent sample t-test was used.

Table 5

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper	
General Climate	Equal variances assumed	4.55	.13	-2.52	322.00	.01	-.24	.09	-.42	-.05
	Equal variances not assumed			-2.59	319.59	.01	-.24	.09	-.42	-.06
HRD Mechanism	Equal variances assumed	2.06	.15	-2.14	322.00	.03	-.18	.08	-.34	-.01
	Equal variances not assumed			-2.18	314.73	.03	-.18	.08	-.34	-.02
OCTAPACE Culture	Equal variances assumed	4.77	.18	-2.14	322.00	.03	-.19	.09	-.36	-.01
	Equal variances not assumed			-2.21	321.57	.03	-.19	.08	-.35	-.02

Statistically, it is also proved that employees of ASCOMS are exposed to a better HRD Climate when compared with the HRD Climate at GMC, Jammu.

Thus there is significant difference in Human Resource Development Climate between GMC and ASCOMS which means our first hypothesis, is ACCEPTED.

H2: There is significant impact of Human Resource Development Climate on Quality of Work of medical and para- medical staff of the hospitals.

To test this hypothesis, multiple regressions were used taking HRD Climate at the independent variable and Quality of Work as the dependent variable. Since the impact was to be tested among medical and para-medical staff of the hospitals, therefore, the data file was split into two halves on the basis of

Table 6

Descriptive Statistics for Medical

	Mean	Std. Deviation	N
QUALITY OF WORK	3.2698	.49373	158
General Climate	3.1348	.82743	158
HRD Mechanism	3.1399	.79116	158
OCTAPACE Culture	3.2100	.78727	158

a. Job Nature = Medical

Table 6 reveals that mean score for medical staff in terms of impact of HRD Climate on Quality of Work is (M.S= 3.26), mean score for General Climate is (M.S= 3.13), HRD Mechanism (M.S= 3.13) and the mean score of medical staff towards OCTAPACE Culture is (M.S= 3.21).

Table 7

Descriptive Statistics for Paramedical

	Mean	Std. Deviation	N
QUALITY OF WORK	3.31	.59	251
General Climate	3.22	.80	251
HRD Mechanism	3.21	.72	251
OCTAPACE Culture	3.24	.77	251

a. Job Nature = Paramedical

Table 7 reveals that that mean score for para-medical staff in terms of impact of HRD Climate on Quality of Work is (M.S= 3.31), mean score for General Climate is (M.S= 3.22), HRD Mechanism (M.S= 3.21) and the mean score of para-medical staff towards OCTAPACE Culture is (M.S= 3.24).

The result showed that Paramedical staff of the sample study organizations has high impact level of HRD Climate on Quality of Work than Medical staff.

Results of Multiple Linear Regressions for assessing the impact of HRD Climate on Quality of Work:

Regression Results for Paramedical Staff: (interpret this first like you interpret multiple regression results).

ANOVA^{a,b}

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.75	3.00	6.25	50.14	.000 ^a
	Residual	22.06	177.00	.12		
	Total	40.82	180.00			

a. Job Nature = Paramedical

b. Dependent Variable: QUALITY OF WORK

c. Predictors: (Constant), OCTAPACE Culture, General Climate, HRD Mechanism

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.68 ^b	.46	.45	.35	.46	50.14	3.00	177.00	.00

a. Job Nature = Paramedical

b. Predictors: (Constant), OCTAPACE Culture, General Climate, HRD Mechanism

Coefficients^{a,b}

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.02	.03		.09		
	General Climate	.19	.03	.40	7.17	.01	1.00 1.00
	HRD Mechanism	.23	.03	.45	8.18	.01	1.00 1.00
	OCTAPACE Culture	.15	.03	.30	5.41	.00	.99 1.01

a. Job Nature = Paramedical

b. Dependent Variable: QUALITY OF WORK

Results Regreesions for Medical Staff.ANOVA^{a,b}

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.23	3.00	4.08	32.03	.00 ^c
	Residual	28.50	224.00	.13		
	Total	40.73	227.00			

a. Job Nature = Non-Paramedical

b. Dependent Variable: QUALITY_OF_WORK_FS

c. Predictors: (Constant), OCTAPACE Culture, General Climate, HRD Mechanism

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.55 ^b	.30	.29	.36	.30	32.03	3.00	224.00	.00

a. Job Nature = Non-Paramedical

b. Predictors: (Constant), OCTAPACE Culture, General Climate, HRD Mechanism

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.01	.02		-.25	.03		
	General Climate	.12	.02	.29	5.26	.00	1.00	1.00
	HRD Mechanism	.13	.02	.33	5.85	.01	1.00	1.00
	OCTAPACE Culture	.13	.02	.33	5.87	.00	1.00	1.00

a. Job Nature = Non-Paramedical

b. Dependent Variable: QUALITY_OF_WORK_FS

Thus there is significant impact of Human Resource Development Climate on Quality of Work of medical and para- medical staff of the hospitals, which means our second hypothesis, is ACCEPTED.

FINDINGS

- ✓ GMC shows the least favorable general climate than ASCOMS.
- ✓ Employees in GMC are not optimistic to try out with new methods and try out creative ideas.
- ✓ When employees in the hospitals are sponsored for training, they take it seriously.
- ✓ When performance feedback is given to employees they take it seriously and use it for growth and expansion.
- ✓ The OCTAPACE Culture in GMC scores less as compared to ASCOMS.
- ✓ The top management is willing to spend a significant part of their time and other resources to make sure the development of employees of ASCOMS.

CONCLUSION

The prime concern of this study has been to study Quality of work of the employees in relation to the existing HRD climate of the organizations. The study explored the HRD status of the two hospitals of Jammu and examined the levels of Quality of work of employees working in these hospitals to verify whether there is any relationship between the two. 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. While studying the different parameters pertaining to impact of HRD climate on performance and quality of work life in health care sector in Jammu division, it was found that among the sample study organizations, GMC shows the least favorable general climate.

SUGGESTIONS

After critically examining the results of the study from point of view of both the medical as well as paramedical staff, the following suggestions can be made:

- ✓ GMC should focus more on HRD Mechanism so that Job-rotation in this organization facilitates employee development. Moreover both the organizations should focus on Quality of work to make sure that the success and efficiency of the organization should be improved.
- ✓ There should be a mechanism towards measuring the strengths and weakness of both medical and paramedical staff by higher authorities so as to make timely appraisal of employees and also to take corrective dealings if required.
- ✓ Good work done on the part of paramedical staff in the hospitals should be taken care of and encouraged by seniors.
- ✓ Care should be taken while appraising the employees and communicating the weaknesses of the employees to them in a non-threatening way.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

- ✓ The domain of the study has been restricted to study the HRD Climate and Quality of work of the employees of the hospitals, in future an attempt can be made by the researchers where they can include various parameters.
- ✓ The future research can be conducted in the direction where a comparative study can be made between the two regions of the Jammu and Kashmir.
- ✓ The study area is restricted to 2 hospitals only in Jammu; the researchers can elaborate their domain by extending their research to various districts of Jammu as well as by increasing the number of hospitals.

QUESTIONNAIRE OF STUDY

S.No	Statements	Encircle your genuine responses
1.	The top management of this hospital goes out of its way to make sure that employees enjoy their work.	(SD) 1----2----3----4----5 SA)
2.	The top management believes that human resources are an extremely important resource and that they have to be treated more humanely.	(SD) 1----2----3----4----5 SA)
3.	Development of the subordinates is seen as an important part of their job by the managers/officers here.	(SD) 1----2----3----4----5 SA)
4.	The personnel policies in this hospital facilitate employee development.	(SD) 1----2----3----4----5 SA)
5.	The top management Is willing to invest a considerable part of their time and other resources to ensure the development of employees.	(SD) 1----2----3----4----5 SA)
6.	Senior officers/executives in this hospital take active interest in their juniors and help them learn their job	(SD) 1----2----3----4----5 SA)
7.	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	(SD) 1----2----3----4----5 SA)
8.	Managers in this hospital believe that employee behaviour can be changed and people can be developed at any stage of their life.	(SD) 1----2----3----4----5 SA)
9.	People in this hospital are helpful to each other.	(SD) 1----2----3----4----5 SA)
10.	Employees in this hospital are very informal and do not hesitate to discuss their personal problems with their supervisors.	(SD) 1----2----3----4----5 SA)

11.	The psychological climate in this hospital is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.	SD) 1----2----3----4----5 SA)
12.	Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take up.	SD) 1----2----3----4----5 SA)
13.	The top management of this hospital makes efforts to identify and utilize the potential of the employees.	SD) 1----2----3----4----5 SA)
14.	People in this hospital do not have any fixed mental impression/mental reservations about each other.	SD) 1----2----3----4----5 SA)
15.	Promotion decisions are based on the suitability of the promote rather than on favouritism.	SD) 1----2----3----4----5 SA)
16.	There are mechanisms in this hospital to reward any good work done or any Contribution made by employees.	SD) 1----2----3----4----5 SA)
17.	An employee is appreciated by his supervisors when he does good work.	SD) 1----2----3----4----5 SA)
18.	Performance appraisal reports in our hospital are based on objective assessment and adequate information and not on any favouritism.	SD) 1----2----3----4----5 SA)
19.	Employees are encouraged to experiment with and try out new methods and try out creative ideas.	SD) 1----2----3----4----5 SA)
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.	SD) 1----2----3----4----5 SA)
21.	Weaknesses of employees are communicated to them in a non-threatening way.	SD) 1----2----3----4----5 SA)
22.	When behaviour feedback is given to employees they take it seriously and use it for development.	SD) 1----2----3----4----5 SA)
23.	Employees in this hospital take pains to find out their strengths and weaknesses from their supervising officers or colleagues.	SD) 1----2----3----4----5 SA)
24.	When employees are sponsored for training, they take it seriously and try to learn from the programs they attend.	SD) 1----2----3----4----5 SA)
25.	Employees returning from training programs are given opportunities to try out what they have learned.	SD) 1----2----3----4----5 SA)
26.	Employees are sponsored for training programs on the basis of genuine training needs.	SD) 1----2----3----4----5 SA)
27.	This hospital ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	SD) 1----2----3----4----5 SA)
28.	Job-rotation in this hospital facilitates employee development.	SD) 1----2----3----4----5 SA)
29.	People trust each other in this hospital.	SD) 1----2----3----4----5 SA)
30.	Employees do not feel afraid about their expression of/or discussion of their feelings with their superiors.	SD) 1----2----3----4----5 SA)
31.	Employees are not afraid to express or discuss their feelings with their subordinates.	SD) 1----2----3----4----5 SA)
32.	Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.	SD) 1----2----3----4----5 SA)
33.	A delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this hospital.	SD) 1----2----3----4----5 SA)
34.	When seniors delegate authority to juniors, the juniors use it as an opportunity for development.	SD) 1----2----3----4----5 SA)
35.	Team spirit is of high order in this hospital.	SD) 1----2----3----4----5 SA)
36.	When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.	SD) 1----2----3----4----5 SA)
37.	Career opportunities are pointed out to juniors by senior officers in the hospital.	SD) 1----2----3----4----5 SA)
38.	The hospital's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.	SD) 1----2----3----4----5 SA)
39.	My hospital's work environment is good and highly monitoring.	SD) 1----2----3----4----5 SA)
40.	Working conditions are good in my hospital.	SD) 1----2----3----4----5 SA)
41.	It is hard to take time off during our work to take care of personal or family matters.	SD) 1----2----3----4----5 SA)

42.	My hospital offers sufficient opportunities to develop my own abilities.	SD) 1---2---3---4---5 SA)
43.	Fringe benefits provided are good.	SD) 1---2---3---4---5 SA)
44.	Hospital provides the social security benefits like Employees Provident Fund (EPF) / Medical Reimbursement and so on.	SD) 1---2---3---4---5 SA)
45.	Good transportation facilities are provided by the hospital.	SD) 1---2---3---4---5 SA)
46.	Safety measures adopted by hospital are good.	SD) 1---2---3---4---5 SA)
47.	Good welfare activities are provided by our hospital.	SD) 1---2---3---4---5 SA)
48.	I feel that my work allows me to do my best in a particular area.	SD) 1---2---3---4---5 SA)
49.	My job lets me use my skills and abilities.	SD) 1---2---3---4---5 SA)
50.	I find my work quite stressful.	SD) 1---2---3---4---5 SA)
51.	In our hospital there is a balance between stated objectives and resources provided.	SD) 1---2---3---4---5 SA)
52.	I feel free to offer comments and suggestions on my performance.	SD) 1---2---3---4---5 SA)
53.	Training programs in our hospital help employees to achieve the required skill for performing the job effectively.	SD) 1---2---3---4---5 SA)
54.	My hospital offers sufficient training opportunities to perform my job Competently.	SD) 1---2---3---4---5 SA)
55.	I feel that the training programs should be conducted frequently.	SD) 1---2---3---4---5 SA)
56.	My hospital provides resources to facilitate my performances.	SD) 1---2---3---4---5 SA)
57.	Communication and information flow between the departments is satisfactory.	SD) 1---2---3---4---5 SA)
58.	The management communicates every new change that takes place.	SD) 1---2---3---4---5 SA)
59.	Conditions on my job allow me to be as productive as I could be.	SD) 1---2---3---4---5 SA)
60.	The job security is good in my hospital.	SD) 1---2---3---4---5 SA)
61.	My earnings are fair when compared to the others doing the same type of work in other hospitals/organizations.	SD) 1---2---3---4---5 SA)
62.	I feel comfortable and satisfied with my job.	SD) 1---2---3---4---5 SA)
63.	I feel quite secured about my job.	SD) 1---2---3---4---5 SA)
64.	I am satisfied with the decision of working with this hospital.	SD) 1---2---3---4---5 SA)
65.	Overall, the work environment of this hospital is satisfactory.	SD) 1---2---3---4---5 SA)

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