

Employees' Perception On Human Resource Developments Climates Of Select Multi Speciality Hospitals In Chennai City

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Abstract

Human resource development (HRD) has become a top priority for Indian organizations due to the intensifying competition on the global stage. At the moment, the HRD system, procedures, and practices have a big impact on everyone who succeeds and stays competitive in the global market for an extended period of time. If the management employs an appropriate style for managing human resources and the HRD system and procedures guarantee the effectiveness of human resources, then all pertinent change processes can be implemented successfully. The goal of this study is to investigate how various levels of multispecialty hospital employees from different multispecialty hospitals in Chennai City view human resource development. Information is gathered using both quantitative and qualitative research methods. In particular, information is gathered from 400 workers at a particular multispecialty hospital. The results of the study showed that three aspects of the HRD climate are significantly correlated. The three components are HRD mechanisms, OCTAPACE culture, and general elements.

Keywords: HRD climate, Openness, Collaboration, Trust, Authenticity

1.0 Introduction:

Any organization that wishes to thrive in a rapidly changing environment or be dynamic and growth-oriented needs HRD. Following economic liberalization, globalization, and privatization, organizations are expected to objectively evaluate the current state of their HRD systems and procedures in order to develop a practical, need-based HRD agenda for the future. To gain a competitive advantage over competitors, it is imperative that all individuals, groups, and teams within an organization provide their utmost effort and receive the same from one another. As a result, businesses must set up their HRD strategies so that they are in line with their overarching business plans. HRD is a sub-system of HRM; it is a process of competence and commitment (motivation) development of human resources of all cadres / levels in organization; and for the purpose, HRD professionals need to create a variety of supporting systems and a suitable environment in order to support the competent and dedicated development of human resources. Additionally, management is responsible for ensuring that various subsystems operate effectively at the pragmatic level and for facilitating the effective implementation of HRD policies and strategies.

Lastly, the design and redesign of different subsystems, as well as ongoing maintenance and enhancement of the organization's general well-being and capacity for self-renewal, should also be addressed during the HRD process. The implementation of HRD policies and strategies, as well as the efficient operation of HRD subsystems, require the use of appropriate management styles. These subsystems include employees' training, employees' performance appraisal, performance feedback & counseling, employees' potential appraisal & development, career planning & development, succession planning, job enrichment, role innovation, quality of work life, organizational restructuring, and organization development (O.D.).

In the end, HRD subsystems and policies must be well integrated and matched with the organization's overall system, policies, and strategies. They also need to significantly and quantifiably improve the performance and effectiveness of the organization. From Rs. 9 Lakh crore in 2016, the Indian healthcare market is projected to grow to Rs. 24 Lakh crore by 2022. Rising incomes, increased awareness, the prevalence of lifestyle diseases, and the growing uptake of health insurance are the main drivers of this growth. The majority of the healthcare sector in India is made up of more than 55,000 hospitals, lakhs of clinics, and other healthcare delivery facilities, which collectively generate more than 68% of the sector's total income. The value of the hospital industry alone was estimated at Rs. 4 lakh crores in the 2017 fiscal year, and growth of 16 to 17% is predicted to reach Rs. 8.6 lakh crore in the 2022 fiscal year. India has granted full foreign direct investment in the hospital sector. The private sector has experienced significant capital inflows since 2000; between April 2000 and June 2018, FDI of Rs. 34,000 crores entered the hospital and diagnostics industries.

There is a lot of room to improve the penetration of healthcare delivery services in India, but one of the main obstacles to the sector's expansion in India remains to be access to capital. Despite making up 17.5% of the world's population,

India is disproportionately responsible for 20% of the world's disease burden and 27% of newborn deaths worldwide each year. The top 20 cities in India account for 70% of the country's healthcare infrastructure, with the majority of healthcare providers centered in or near Mumbai, Delhi, Kolkata, Chennai, Vellore, and Bangalore. In addition, 2.4 million nurses and 1.54 million doctors are needed to meet the expanding demand for healthcare; by 2025, 58,000 new jobs in the healthcare industry are anticipated. The majority of Indians favor the private healthcare sector over the public one, despite the government of India spending enormous sums of money on both. This leads to conflicts between the many private and public healthcare sectors' diverse exhibits, which in turn affect the thousands of healthcare professionals who work in our nation's vast healthcare fields.

Need for the Study

Employee motivation and skill levels determine an organization's success. Professional staff members are an organization's most valuable resource. When given the chance and the correct environment within an organization, people can be helped to reach their full potential, accomplish the objectives of the company, and guarantee the best use of human resources. For this reason, a friendly HRD environment is crucial. The most significant and valuable resource for any organization is its human capital. The organization's skilled and driven workforce is what drives action and aids in goal achievement. In actuality, productive workers enhance the organization's efficacy. As a result, organizations must consistently support employees' dynamism, competency, motivation, efficiency, and effectiveness.

The ongoing process of human resource development makes sure that employees are developed in an organized and methodical way. In order to make use of these competencies and support organizational growth, it seeks to both develop employee competencies and foster organizational culture. The current study was conducted with the importance of human resources in an organization in mind. The study examines the relationships between the HRD climate variables that are produced by the general HRD mechanisms used in organizations, and how these relationships affect employee development and the effectiveness and efficiency of the organization as a whole. Previous studies have unambiguously demonstrated a relationship between HRD mechanisms, OCTAPACE culture, HRD outcome variables, and HRD climate variables. An attempt has been made to investigate these connections. Therefore, in order to facilitate HRD, an ideal HRD Climate must exist. Therefore, the researcher is conducting the study in order to evaluate the level of the developmental climate that exists in public sector organizations.

Significance of Study

According to research, fostering an amicable OCTAPACE culture is crucial for advancing good governance and organizational effectiveness. In order to recommend preventive measures in multi-specialty hospitals, the current work aims to identify the primary factors responsible for hindering the promotion of organizational effectiveness among managers and supervisors regarding the prevalent OCTAPACE culture. This is where the Human Resource Development gets involved as this industry is considered to be one of the most important segments of our economy. No port can be rendered efficient as long as the human potential and competencies are given focus in organizational mission and good Governance. The present research hypothesizes that if organizational OCTAPACE profile is high, it will positively and effectively 'contribute to the organizational objectives. The purpose of the study is to assess the perception of executives and supervisors on prevailing HRD culture in terms of OCTAPACE dimensions in selected multi specialty hospitals in Chennai city.

Statement of the Study

It is a fact that the development of human resources plays a major role in helping organizations achieve their goals because these resources are what make an organization more profitable by increasing productivity and efficiency. Furthermore, it is an undeniable truth that without human resource development, no organization, business, or institution, anywhere in the world, can achieve any mission, objective, goal, or target. Above all, HRD promotes positive interpersonal development. As was previously mentioned, human resource development is the process through which workers are consistently assisted in a planned manner to acquire all-around capabilities where cooperation and teamwork contribute to the health of the organization.

Any nation's healthcare sector's development strategy may be impacted by the dearth of research on HRD's impact on healthcare quality, and inadequate research in this area may also impede hospitals' ability to operate as a whole. The strains and role conflict that come with their increasingly visible roles have been exacerbated by their increasing workloads and changing expectations. Employees in the healthcare industry expect their management to provide the tools, policies, and assistance related to human resources that they can use to improve performance, particularly when it comes to patient care and innovative services. When examining the role of Human Resource Management in healthcare system of multi-specialty hospitals from a global perspective, many challenges exist either internally or externally which adversely affect the delivery of quality healthcare services. In India the human resource managers have identified

the challenges they face and have developed different strategies to overcome these challenges. It is the need and important to study the relevant issues to make a sustainable and proper flow of Human Resource developments in the healthcare industry. These may help us to better explain the individual processes and performance outcome that are made by organization level HRM practices towards the healthcare industry. This study specifically studies the administrative factors and HRD climates that aid effective service quality in the multi-specialty hospitals in Chennai city.

The broad review of the literature on various dimensions of HRD gives an impression that there were many gaps in this direction. It can be observed that the maximum number of studies referred in the foregoing sections was bound to explain more or less the sub-systems or methods of the Human Resource Development. Very few studies aimed at investigating the overall HRD climate multi-specialty hospitals. Moreover, till today no study has been conducted in the multi-specialty hospitals that included the study of employee-relations along with the study of the perceptions and attitudes on HRD climate. In fact, there are no empirical studies also of this kind. Furthermore, it is also reasonable to indicate that no attempt has been made to review the HRD climate in multi-specialty hospitals taking into account the new competition and challenges due to the arrival of new multi-specialty hospitals.

Therefore, the present study is an important one, which aims to fill the above said gaps. Hence, the present study compares the perceptions and attitudes of the human resources on HRD climate in the multi-specialty hospitals, since directed towards examining the opinions of the human resources on some of the customer clients' related issues. The researcher believes that the research towards this end will greatly help the multi-specialty hospitals to make their Human Resource Development activities more result oriented with the following research questions: To what extent does HRD contribute to the organisational effectiveness? What is the impact of OCTAPACE Culture and HRD Climate on organisations in general? How important is HRD in enhancing the competencies of the employees?

Objectives of the Study

The study's objective is to evaluate the HRD culture in Chennai's multispecialty hospitals in terms of OCTAPACE dimensions. It focuses on eight OCTAPACE dimensions in particular. Confrontation, experimentation, proactively, autonomy, open communication, authenticity, and trust. It also focuses on the General Climate and the influence of HRD Mechanisms in generating a development climate in multi-specialty hospitals in Chennai city. The research aims to address the following.

1. To determine significant differences existing between executives and supervisors on general, OCTAPACE and HRD mechanisms of hospital climate.
2. To determine whether there are significant differences in the perceptions of different HRD dimensions related to different departments.

Hypotheses:

The following Null hypotheses framed for the study were:

1. There exists no significant difference on average scores of different HRD Climate dimensions over different socio economic variables groups of the respondents.
2. There are no significant differences in the perception on HRD culture between executives and supervisors.
3. There are no significant differences in the perceptions of executives and supervisors on the general climate, OCTAPACE dimensions and HRD mechanisms
4. There are no significant differences with regard to the effectiveness of general climate, OCTAPACE, HRD mechanisms among different departments.

Research Design and Methodology:

In the present enquiry, multi-specialty hospitals in Chennai city is taken as the unit of study and all the facets of human resource development activities have been studied in depth. Opinion survey of the employees constituted the survey method in the study. The study deals with systematic methodology comprising of sample, sources of data collection, study instruments, data processing techniques, presentation and limitations of the study. The present study is a descriptive study encompassing the dimensions of HRD Climate and the impact of socio economic variables on the dimensions.

Sampling procedure/Sampling Technique:

The researcher has applied simple random sampling technique for selecting the sample unit. simple random sampling is a type of probability sampling in which the researcher randomly selects a subset of participants from a population. Each member of the population has an equal chance of being selected. Data is then collected from as large a percentage as possible of this random subset. For applying simple random sampling technique, the researcher has applied lottery method and selected the sample units. In lottery method each multi-specialty hospital is assigned a serial number and put in a lot. Then the required number of samples has been picked up one by one.

RESPONDENTS PERCEPTION ON HRD CLIMATE IN MULTISPECIALTY HOSPITALS

The mean scores of employees’ perception on general HRD climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on general HRD climate.

Ho: “There is no significant difference in the mean scores of employees’ perception on general HRD climate”

To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 1..

Table 1 Employees’ Perception On General Hrd Climate

General HRD Climate	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
Ensure that workers are happy with their jobs.	3.70 (1.11)	3.33 (1.40)	3.00 (1.26)	3.75 (1.43)	3.00 (1.61)	3.42 (1.37)	4.951	.001 **
Feels that people should be treated more humanely and that they are a very valuable resource.	3.40 (1.51)	3.07 (1.49)	3.33 (1.50)	3.67 (0.85)	3.25 (1.32)	3.34 (1.37)	2.688	.031 **
Subordinates are regarded as crucial	2.60 (1.37)	3.80 (1.23)	3.11 (1.74)	2.83 (1.35)	3.25 (1.32)	3.16 (1.46)	10.907	.000 ***
Individual policies promote staff growth.	2.80 (1.41)	3.47 (1.21)	4.11 (0.74)	3.42 (1.56)	4.00 (0.72)	3.48 (1.32)	11.958	.000 ***
Make a significant time and resource investment to support staff development.	3.70 (1.28)	3.27 (1.35)	3.78 (1.14)	2.83 (1.41)	4.00 (1.02)	3.40 (1.34)	9.297	.000 ***
Juniors are actively engaged by senior officers and executives, who assist them in learning their jobs.	3.40 (1.21)	3.33 (1.20)	4.11 (0.88)	3.58 (1.45)	3.75 (1.11)	3.58 (1.24)	5.315	.000 ***
A positive psychological environment is ideal for staff development and the acquisition of new skills and knowledge.	3.30 (1.28)	3.67 (1.14)	3.44 (1.51)	3.75 (1.24)	3.50 (1.14)	3.56 (1.27)	1.770	.134

Source: Computed from Primary data Figures below mean values are standard deviations

*Significant at 5% level; **Significant at 1% level

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in chennai city are shown in table.. According to the findings, six out of seven climates in general HRD climates, there is a substantial variation in the mean scores among the different categories of employees. As a result, the null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on general HRD climate that multispecialty hospitals have embraced.

RESPONDENTS PERCEPTION ON HRD OPENNESS CLIMATE IN MULTISPECIALTY HOSPITALS

The mean scores of employees’ perception on “Openness” climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on “Openness” Culture.

Ho: “There is no significant difference in the mean scores of employees’ perception on openness culture “

To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 2.

Table 2 Employees’ Perception On Hrd “Openness” Climate

OCTAPACE “Openness” Culture	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
Workers are very talkative and open to talking about personal issues.	4.10 (1.23)	3.33 (1.02)	3.78 (1.14)	3.33 (1.25)	4.25 (1.32)	3.64 (1.21)	9.278	.000 ***
The supervising officer pays close attention to an employee's quality of work.	3.60 (1.21)	3.53 (1.26)	4.11 (0.88)	3.58 (1.33)	4.00 (1.24)	3.70 (1.22)	3.516	.008 **
Workers don't hold any firm opinions about one another in their minds.	3.50 (1.58)	4.27 (0.86)	3.56 (1.35)	3.50 (1.51)	3.75 (0.44)	3.76 (1.31)	7.107	.000 ***
Workers don't hesitate to talk to their superiors about their feelings or to express them.	3.70 (1.28)	3.80 (1.23)	3.56 (0.96)	3.50 (1.26)	3.00 (2.03)	3.60 (1.30)	2.752	.028 **
Workers don't hesitate to communicate or share their emotions with their colleagues.	3.70 (0.91)	4.13 (1.15)	3.56 (1.27)	3.17 (1.58)	4.50 (0.51)	3.74 (1.28)	12.082	.000 ***

Source: Computed from Primary data Figures below mean values are standard deviations *Significant at 5% level;

**Significant at 1% level

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in Chennai city are shown in table, according to the findings, all the five climates in HRD openness culture, there is a substantial variation in the mean scores among the different categories of employees. As a result, the null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on HRD openness climates that multispecialty hospitals have embraced.

RESPONDENTS PERCEPTION ON HRD COLLABORATION CLIMATE IN MULTISPECIALTY HOSPITALS

The mean scores of employees’ perception on “Collaboration” climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on “Collaboration” Culture.

Ho: “There is no significant difference in the mean scores of employees’ perception on Collaboration culture “
To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 3.

Table 3 Employees’ Perception On Hrd “Collaboration” Climate

OCTAPACE “Collaboration” Culture	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
Workers are supportive of one another	3.60 (1.12)	3.73 (1.24)	3.56 (1.35)	2.83 (1.41)	3.75 (1.67)	3.46 (1.36)	7.406	.000 ***
This hospital has a strong emphasis on teamwork.	3.60 (1.21)	3.47 (1.32)	3.67 (1.34)	3.25 (1.60)	4.00 (0.72)	3.52 (1.35)	2.343	.054
The managerial staff is informed about the hospital's future plans, which aid in the development and future readiness of their junior staff members.	3.80 (1.08)	3.67 (1.45)	3.89 (1.30)	3.17 (1.15)	4.50 (0.88)	3.68 (1.29)	8.251	.000 ***

Source: Computed from Primary data Figures below mean values are standard deviations *Significant at 5% level;
**Significant at 1% level

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in chennai city is shown in table, according to the findings, two out of three climates in HRD collaboration culture, there is a substantial variation in the mean scores among the different categories of employees. As a result, the null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on HRD collaboration climates that multispecialty hospitals have embraced.

RESPONDENTS PERCEPTION ON HRD TRUST CLIMATE IN MULTISPECIALTY HOSPITALS

The mean scores of employees’ perception on “Trust” climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on “Trust” Culture.

Ho: “There is no significant difference in the mean scores of employees’ perception on Trust culture “
To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 4.

Table 4 employees’ Perception On Hrd “Trust” Climate

OCTAPACE “Trust” Culture	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
Supervisors think that workers can develop and alter their behavior at any point in their lives.	3.60 (1.29)	3.80 (1.23)	2.56 (1.17)	3.00 (1.36)	3.50 (0.88)	3.32 (1.32)	14.104	.000 ***
When an employee makes a mistake, his managers should support him in learning from it rather than criticizing or discouraging him.	3.90 (1.38)	3.73 (1.13)	3.00 (1.42)	3.92 (0.96)	4.00 (1.24)	3.70 (1.25)	7.805	.000 ***
Individuals within this organization have mutual trust.	3.60 (1.21)	3.87 (0.96)	3.67 (1.16)	3.50 (1.56)	4.50 (0.51)	3.74 (1.21)	4.909	.001 **

Source: Computed from Primary data Figures below mean values are standard deviations *Significant at 5% level;
**Significant at 1% level

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in Chennai city is shown in table, according to the findings, all the three climates in HRD trust culture, there is a substantial variation in the mean scores among the different categories of employees. As a result, the null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on HRD trust climates that multispecialty hospitals have embraced.

RESPONDENTS PERCEPTION ON HRD AUTHENTICITY CLIMATE IN MULTISPECIALTY HOSPITALS

The mean scores of employees’ perception on “Authenticity” climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on “Authenticity” Culture.

Ho: “There is no significant difference in the mean scores of employees’ perception on Authenticity culture “

To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 5.

Table 5 employees’ Perception On Hrd “Authenticity” Climate

OCTAPACE “Authenticity” Culture	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
Performance evaluation reports are not biased and are based on sufficient information and an objective assessment.	3.30 (1.35)	3.80 (1.28)	3.56 (1.07)	3.92 (1.33)	3.75 (0.44)	3.68 (1.24)	3.307	.011 **
When training is sponsored for employees, the employees try to learn from the programs they attended and take the training seriously.	3.60 (1.51)	3.60 (1.36)	3.67 (1.16)	3.42 (1.19)	4.25 (0.84)	3.62 (1.30)	2.555	.039 **
Following training, employees are given the chance to put what they have learned into practice.	3.50 (1.51)	3.40 (1.46)	3.56 (0.96)	3.42 (1.26)	3.00 (1.24)	3.42 (1.33)	1.065	.373

Source: Computed from Primary data Figures below mean values are standard deviations

*Significant at 5% level; **Significant at 1% level.

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in Chennai city is shown in table, according to the findings, two of the three climates in HRD authenticity culture, there is a substantial variation in the mean scores among the different categories of employees. As a result, the null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on HRD authenticity climates that multispecialty hospitals have embraced.

RESPONDENTS PERCEPTION ON HRD AUTHENTICITY CLIMATE IN MULTISPECIALTY HOSPITALS

The mean scores of employees’ perception on “Pro-activity” climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on “Pro-activity” Culture.

Ho: “There is no significant difference in the mean scores of employees’ perception on pro-activity culture “

To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 6.

Table 6 Employees’ Perception On Hrd “Pro-Activity” Climate

OCTAPACE “Pro-activity” Culture	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
This organization’s top management tries to find and develop each employee to the fullest extent possible	4.20 (0.99)	4.00 (0.97)	4.22 (1.04)	3.75 (1.02)	3.50 (0.51)	3.98 (0.99)	5.478	.000 ***

Source: Computed from Primary data Figures below mean values are standard deviations

*Significant at 5%

level; **Significant at 1% level.

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in Chennai city is shown in table according to the findings, only one climate in HRD Pro-activity culture, there

is a substantial variation in the mean scores among the different categories of employees. As a result, the null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on HRD Pro-activity climates that multispecialty hospitals have embraced.

RESPONDENTS PERCEPTION ON HRD AUTONOMY CLIMATE IN MULTISPECIALTY HOSPITALS

The mean scores of employees’ perception on “Autonomy” climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on “Autonomy” Culture.

Ho: “There is no significant difference in the mean scores of employees’ perception on autonomy culture “

To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 7.

Table7 Employees’ Perception On Hrd “Autonomy” Climate

OCTAPACE “Autonomy” Culture	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
Workers are urged to exercise initiative and complete tasks without waiting for guidance from superiors.	3.70 (1.19)	3.53 (1.26)	3.56 (1.27)	3.83 (0.99)	3.50 (1.52)	3.64 (1.21)	1.083	.364
In this organization, it is customary to delegate authority to juniors in order to foster their development and prepare them to take on more responsibility.	3.30 (1.50)	3.73 (1.35)	3.67 (1.16)	2.83 (1.22)	2.75 (1.81)	3.34 (1.41)	8.390	.000 ***
Juniors use the opportunity for growth presented by seniors giving them authority.	3.90 (1.52)	3.93 (0.77)	3.78 (0.92)	3.42 (1.19)	4.50 (0.88)	3.82 (1.13)	6.784	.000 ***

Source: Computed from Primary data Figures below mean values are standard deviations

*Significant at 5% level; **Significant at 1% level.

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in Chennai city is shown in table according to the findings, two out of three climates in HRD autonomy culture, there is a substantial variation in the mean scores among the different categories of employees. As a result, the null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on HRD autonomy climates that multispecialty hospitals have embraced.

RESPONDENTS PERCEPTION ON HRD CONFRONTATION CLIMATE CLIMATE IN MULTISPECIALTY HOSPITALS

The mean scores of employees’ perception on “Confrontation” CLIMATE” climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on “Confrontation” Culture.

Ho: “There is no significant difference in the mean scores of employees’ perception on confrontation culture”

To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 8.

Table 8 Employees’ Perception On Hrd “Confrontation” Climate

OCTAPACE “Confrontation” Culture	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
Workers in this company go to great lengths to learn about their areas of strength and weakness from colleagues or supervisors.	3.30 (1.63)	3.67 (1.45)	4.11 (0.74)	4.00 (0.82)	4.25 (1.32)	3.80 (1.28)	6.314	.000 ***
When issues emerge, people try to resolve them by having an honest conversation rather than continually making accusations behind one another’s backs.	4.30 (0.64)	3.60 (1.21)	3.67 (0.82)	4.25 (0.83)	4.50 (0.51)	3.98 (0.97)	14.541	.000 ***

Source: Computed from Primary data Figures below mean values are standard deviations

*Significant at 5% level; **Significant at 1% level.

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in Chennai city is shown in Table 8 according to the findings, two out of two climates in HRD confrontation culture, there is a substantial variation in the mean scores among the different categories of employees. As a result, the

null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on HRD confrontation climates that multispecialty hospitals have embraced.

**RESPONDENTS PERCEPTION ON HRD EXPERIMENTATION CLIMATE
 CLIMATE IN MULTISPECIALTY HOSPITALS**

The mean scores of employees’ perception on “Experimentation” CLIMATE” climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on “Experimentation” Culture.

Ho: “There is no significant difference in the mean scores of employees’ perception on Experimentation culture”
 To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 9.

Table 9 Employees’ Perception On Hrd “Experimentation” Climate

OCTAPACE “Experimentation” Culture	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
Workers are encouraged to try out novel approaches and original ideas.	3.80 (1.26)	3.53 (1.41)	3.56 (1.07)	3.00 (1.36)	4.25 (1.32)	3.52 (1.35)	7.232	.000 ***

Source: Computed from Primary data Figures below mean values are standard deviations

*Significant at 5% level; **Significant at 1% level.

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in Chennai city is shown in table according to the findings, two out of three climates in HRD experimentation culture, there is a substantial variation in the mean scores among the different categories of employees. As a result, the null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on HRD experimentation climates that multispecialty hospitals have embraced.

**RESPONDENTS PERCEPTION ON HRD EXPERIMENTATION CLIMATE
 CLIMATE IN MULTISPECIALTY HOSPITALS**

The mean scores of employees’ perception on “HRD Mechanism Implementation” CLIMATE” climate are compared using the F-test, and the following null hypothesis is developed and evaluated in order to determine whether there are any significant variations in the mean scores of employees’ perception on “HRD Mechanism Implementation” Culture.

Ho: “There is no significant difference in the mean scores of employees’ perception on HRD Mechanism Implementation culture”

To analyze the significant difference, the ANOVA test was applied and the result is shown in Table 10.

Table 10 Employees’ Perception On Hrd Mechanism Implementation” Climate

HRD Mechanism Implementation	Executives	Staff	Un-skilled/semi-skilled	Skilled-highly skilled	Others specify	Total	F	Sig.
Individuals who are incapable of performing their jobs competently are assisted in becoming competent instead of being left alone.	3.50 (1.37)	3.53 (1.37)	3.33 (1.06)	2.92 (1.61)	4.25 (0.84)	3.40 (1.39)	6.701	.000 ***
Juniors are guided by seniors, who also help them get ready for future roles that will likely involve more responsibility.	3.70 (1.28)	3.67 (1.25)	3.67 (1.06)	3.25 (1.49)	2.50 (1.52)	3.48 (1.35)	6.760	.000 ***
Instead of favoritism, promotion decisions are made based on the candidate's suitability for the position.	2.80 (1.34)	3.13 (1.32)	3.67 (0.82)	3.00 (1.42)	2.75 (0.44)	3.10 (1.25)	5.887	.000 ***
This company has systems in place to recognize and thank employees for their hard work and contributions.	3.70 (1.35)	3.53 (1.15)	2.56 (1.43)	3.42 (1.26)	2.50 (1.68)	3.28 (1.39)	11.610	.000 ***
Employees are informed of their weaknesses in a non-threatening manner.	4.00 (1.01)	3.47 (1.03)	3.00 (1.06)	3.67 (1.38)	3.50 (1.14)	3.54 (1.17)	7.819	.000 ***
Employees receive behavioral feedback; they consider it seriously and apply it to their own growth.	2.60 (1.51)	3.73 (1.29)	2.44 (1.51)	3.50 (1.33)	3.75 (1.32)	3.22 (1.49)	15.826	.000 ***
On the basis of their actual training needs, employees are sponsored for training programs.	3.10 (1.38)	2.53 (1.41)	3.89 (0.88)	3.58 (1.56)	4.00 (0.72)	3.26 (1.43)	17.343	.000 ***

Junior officers get career opportunities from senior officers.	3.20 (1.84)	3.87 (1.09)	3.89 (0.74)	3.50 (1.05)	3.00 (2.03)	3.58 (1.34)	5.745	.000 ***
Hospitals protect workers' well-being so they can reserve their mental energy for work.	3.70 (1.35)	3.93 (1.00)	3.56 (1.27)	4.17 (1.15)	4.00 (1.24)	3.88 (1.20)	3.378	.010 **
Employee development is facilitated by job rotation.	3.50 (0.93)	3.40 (1.41)	2.78 (1.32)	3.92 (1.45)	3.00 (1.24)	3.40 (1.36)	8.673	.000 ***

Source: Computed from Primary data Figures below mean values are standard deviations

*Significant at 5% level; **Significant at 1% level.

The F-test results comparing the degree of perception of the employees who working in various multispecialty hospitals located in Chennai city is shown in table , According to the findings, all the selected climates in HRD autonomy culture, there is a substantial variation in the mean scores among the different categories of employees. As a result, the null hypothesis is rejected, and it is determined that employees from various multispecialty hospitals have considerably varied towards perception on HRD autonomy climates that multispecialty hospitals have embraced.

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