

Human Resource Development Climate in Health Care sector in Jammu & Kashmir

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ABSTRACT

We are living in a world of dynamic competition. Organizations ever from their inception have been faced by changing external and internal environment. In such situations they continuously need to keep themselves updated. The analysis under the light of literature reveals that HRD is considered as an important component in every organization whether large or small. The organizations lagging or lacking HRD realize the importance of imbibing HRD in their organizations. Most of the organizations irrespective of their size, nature or business they deal in, practice HRD climate. Two hospitals SMHS and GMC Jammu were considered for study and the results revealed that there exists a satisfactory HRD Climate in the two hospitals and the middle level staff is satisfied with the HRD Climate in SMHS but the opposite holds true for GMC Jammu.

1. Introduction

Health care sector occupies an important place in terms of service providers. Round the clock engaged in catering customers, this sector is and has been facing a lot of challenges. One of the primary challenges for the health care sector is the attractiveness of their organizations and the need for skilled personnel. To overcome the challenges and ensure smooth functioning of this sector extensive global research is needed. Research has been done on health care sector at global as well as national level in the area of HRD climate, culture and mechanisms. Extensive research has been conducted on HRD climate and the review reflects that HRD influences the performance in the organization. In the health care sector, HRM is helpful in managing and retaining health workers and the knowledge gained through training is shared with others. Relationship between HRM and health care is extremely complex, particularly from a global perspective. HRM can and must play an essential role in health care sector reform.

In spite of the rapid technological reformations, it remains the backbone of the organizations. Globalization dominates the competitive horizon and entails new markets, new products, new mindsets, new competencies and new ways of thinking about business. Global competition, apart from creating product/service in home market and marketing it to new markets, requires a complex network of global centers of excellence that draw on technologies invented in one locale and shared worldwide. The rapid movement of products, people, information and ideas around the world focus on local needs and management of the paradox of global economies of scale. It requires a global mindset and a local commitment: Thinking globally but acting locally. To accomplish this ambitious agenda, organizations will have to fundamentally redefine themselves as that of a global relay team.

Climate at the personal level is the perception of the organizations work environment that is descriptive rather than evaluative in nature. Human resource development (HRD) is concerned with learning and development opportunities that support the achievement of business strategies and improvement of organizational, team and individual

performance. HRD is the process which helps in improving, molding and changing skills, knowledge, creative abilities, aptitude, attitude, values, commitment, etc.

2. Review of literature

In the northern region issues of HRD have been taken more seriously than in the southern region in order to find new employees and to retain them in the organization (Johanna, Tuula, Juha 2010). Health sectors in the countries falling within the East mediterarian region like Lebanon lack working conditions, employee motivation & individual performance. Health sector suffers from poor HRM resulting in lack of PAS (Fadi, Victoria & Diana (2009). Ethiopian health sectors suffer from lack of satisfaction, lack of commitment and initiation, lack of team spirit, poor working conditions, under staffing lack of skilled manpower, high turnover, absenteeism and conflict among staff members (Samuel, Asfawesen (2007). Health sector in South Africa suffers from shortage of HR. They need formulation of new strategies to cope with the challenges at regional, national and sub national level. In the health sectors of Mali- South Africa, motivation highly affects performance of employees (Marjolein, Hamadassalia & Tim (2006). Uganda health sectors require training to be imbibed as an important integral part (Lutalo, I. M., Kaye, R. 2009). There is greatest need for training, focus on essential public health services. Nurses express greatest need for training across variety of the essential health centers. Training should be an important component of heath care sector in Texas (Borders, S., Blakely, C., Quiram, B., & Mc Leroy Kenneth (2006). Nurses and midwives in Indonesia have a continuous need for training (Deborah, Carolyn, Aflah & Yoanna (2006).

Hospitals provide minimum medical services with minimum funding support from government. Hospitals need a conducive PAS to 'have worker effectiveness and efficiency. Developed countries like Canada have decreased training facilities provided in health sectors. There is lack of skilled workers in developing countries. Canadians have tendency to recruit from developing countries such as South Africa and Ghana. Germany is found good in training (Stefane, Carole, John, Mark & Raymond (2006). There is inadequacy of T&D in Bangladesh

due to lack of funds and less qualified trainers. Systematic interventions are required to overcome dissatisfactory training practices in Greece (Pavlos, Nikolaos & Athanasios, 2010). Mauritian government has emphasized on implementation of PAS but lack of resources act as constraints (Hemant & Needesh (2006). PAS is used in midlands in order that individuals adopt the correct attribute to the increased discretion and responsible autonomy (Leila, Yadollah, Sudabeh & Abdolhosein (2010). Iran has a satisfactory PAS in hospitals, having little affect on increasing the motivational level of employees. Hospitals in Hyderabad need advancement in enhancing the physical, mental and emotional capacity of individuals for creating and maintaining a productive HRD climate (Alphonsa 2000).

3. Sample organizations at a glance

The sample organizations include; 1) SMHS Hospital, Srinagar and 2) GMC, Jammu. The brief description of the sample selected organizations is given as under:-

Shri Maharaja Hari Singh (S.M.H.S) Hospital, Srinagar. The S.M.H.S Hospital was established in 1948 at Karan Nagar in the heart of Srinagar city as a Government-owned General Hospital to provide patient care to needy patients. Primary and secondary medical care in the major specialties of medicine, surgery and gynecology was made available to the general public on OPD and inpatient basis. Currently patient care services are offered in the specialties of medicine, surgery, anesthesiology, radio diagnosis and imaging, ophthalmology, ENT, dermatology and radiotherapy.

Government Medical College Jammu. The Govt. Medical College, Jammu, the premier institution for delivery of health care in this region was started in May, 1973 in a temporary building (Barracks), as an undergraduate institution with an aim to train sixty five medical students for MBBS course per year and to serve as referral hospital for Jammu province. At present, govt. medical college, Jammu is catering to the patients from whole of Jammu region, parts of Kashmir valley and adjoining areas of neighboring states of Punjab and Himachal Pradesh.

4. Objective of the present study

- 1) To study the existing HRD Climate in the sample study organizations,
- 2) To examine the perception of middle level staff towards HRD climate in the two hospitals.

Hypothesis

In consonance to the above objective, the hypotheses formulated for the present research are as under:

- 1) HRD Climate in the hospitals is satisfactory.
- 2) There is no difference in the perception of middle level staff towards HRD Climate.

5. Research approach and design

The tool used for obtaining the information was a 'Structured Non Disguised Questionnaire', a questionnaire was designed keeping in view both major and minor objectives of study. A close format questionnaire was used. This questionnaire is proposed by Dr. Udai Pareek. It consisted of two Sections and 39 statements. Sec "A" consisted of 38 statements, the rating for each to be done on a scale from 5 to 1,(5)=Almost always true,(4)=Mostly true,(3)=Sometimes true,(2)=Rarely true,(1)=Not at all true. Sec "B" sought for suggestions and name, gender, age, pay scale, designation of the respondent.

Simple Random Sampling Method (SRS) was used to cover employees from Medical, Administrative, Supportive and Technical cadres in the sample selected organizations. A sample of 100-125 was targeted from each organization covering doctors, officers, engineers, nurses and others covering Operators, Attendants, Technicians, Technologists, Drivers, Gardeners and other fourth class employees. Thus the total sample for the study was 200- 225.

6. Data analysis and interpretation

Existing status of HRD Climate in the sample selected organizations.

Table I shows the existing status of HRD Climate in SMHS and GMC. It is revealed from table I that HRD Climate in the two organizations is satisfactory. The overall mean score of SMHS is 3.08(52.5%), while as the mean score of in GMC is 3.09(52.5%). Table I shows that SMHS and GMC both recorded highest mean values of 3.7(67.5%) and 3.5(62.5%) respectively against statements 24 i.e. "When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend". The table also reflects that the lowest mean value of 2.6(40%) was recorded against statement No 19 i.e. "Employees in this organization are encouraged to experiment with new methods and try out creative ideas". And statement No 37 i.e. "This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes" for SMHS. Statement 15 "There are mechanisms in this organization to reward any good work done or any contribution made by employees" and 30 "Employees in health care sector are encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors" score a least mean of 2.8 for GMC Jammu. Some of the statements show the same mean scores for both the organizations i.e. statement No. 9 "People in this organization are helpful to each other", statement No. 17, "Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism" and statement No. 31 "Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization".

TABLE 1: Existing HRD Climate in the sample selected organizations.

St. No	Statements	SMHS (No. 121)			GMC (No. 100)		
		M.S	S.D	%age	M.S	S.D	%age
1	The top management in health care sector goes out of its way to make sure that employees enjoy their work.	3	1.1	50	2.9	1.1	47.5

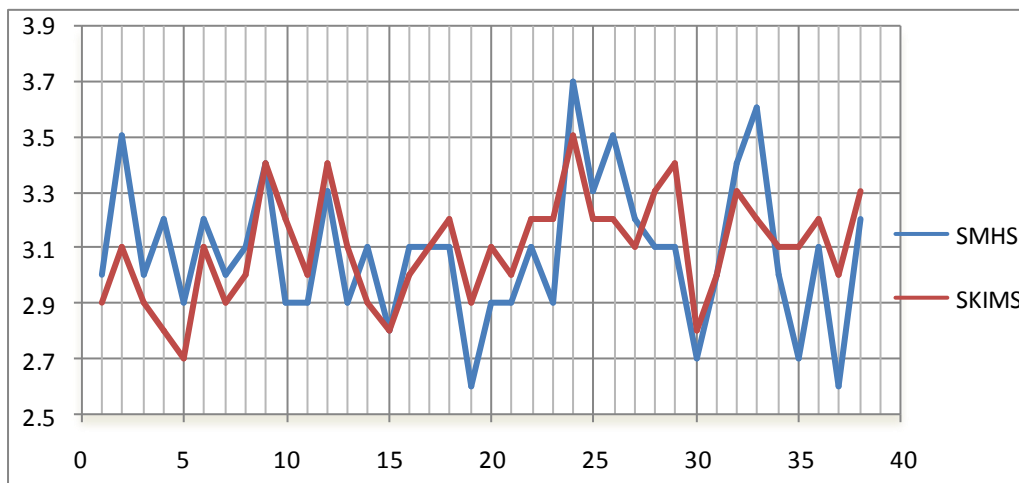
2	The top management on this organization believes the human resources are an extremely important resource and that they have to be treated more humanly.	3.5	1.1	62.5	3.1	1.1	52.5
3	Development of the subordinates is seen as an important part of their job by the managers/officers in health care sector.	3	1	50	2.9	1.1	47.5
4	The personnel policies in this organization facilitate employee development.	3.2	1.1	55	2.8	1	45
5	The top management in health care sector is willing to invest a considerable part of their time and other resources to ensure the development of employees.	2.9	1.2	47.5	2.7	1.1	42.5
6	Senior officers/executives in this organization take active interest in their juniors and help them to learn their job.	3.2	1.2	55	3.1	1.1	55
7	People in the health care sector lacking confidence in doing their job are helped to acquire competence rather than being left unattended.	3	1	50	2.9	1.1	47.5
8	Managers in this organization believe that employee's behavior can be changed and people can be developed at any stage of their life.	3.1	1	52.5	3	1.1	52.5
9	People in this organization are helpful to each other.	3.4	1.1	60	3.4	1.1	60
10	Employees in the health care sector are very informal and do not hesitate to discuss their personal problems with their supervisors.	2.9	1.2	47.5	3.2	1.1	55
11	The psychological climate of the health care sector is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.	2.9	1.2	47.5	3	1.1	50
12	Seniors guide their juniors and prepare them for future responsibilities/roles that they are likely to take up.	3.3	1.2	57.5	3.4	1.2	60
13	The top management in the health care sector makes efforts to identify and utilize the potential of employees.	2.9	1.1	47.5	3.1	1.1	52.5
14	Promotion decisions in this organization are based on the suitability of the promotee rather than on favoritism.	3.1	1.3	52.5	2.9	1.3	47.5
15	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	2.8	1.2	45	2.8	1.2	45
16	When an employee in the health care sector does good work his supervising officers take special care to appreciate it.	3.1	1.2	52.5	3	1.2	50
17	Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism.	3.1	1.1	52.5	3.1	1	52.5
18	People in health care sector do not have any fixed mental impressions about each other.	3.1	1.2	52.5	3.2	1	52.5
19	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	2.6	1.3	40	2.9	1.2	47.5
20	When an employee in health care sector makes a mistake, his supervisors treat him with understanding and help him to learn from such mistakes rather than punish him or discourage him	2.9	1.1	47.5	3.1	1.1	52.5
21	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.9	1.2	47.5	3	1.1	50
22	When behaviour feedback is given to employees in health care sector, they take it seriously and use it for development	3.1	1.1	52.5	3.2	1	55
23	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	2.9	1.1	47.5	3.2	1	55
24	When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.	3.7	1.1	67.5	3.5	1.2	62.5
25	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.3	1.1	57.5	3.2	1.1	55
26	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.5	1.1	62.5	3.2	1	55
27	People trust each other in this organization.	3.2	1.1	55	3.1	1.1	52.5
28	Employees in health care sector are not afraid to discuss or express their feelings with their supervisors.	3.1	1.1	52.5	3.3	1.1	57.5
29	Employees in health care sector are not afraid to discuss or express their feelings with their subordinates.	3.1	1.1	52.5	3.4	1.1	60

30	Employees in health care sector are encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors.	2.7	1	42.5	2.8	1.1	45
31	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization.	3	0.9	50	3	1	50
32	When seniors in health care sector delegate authority to juniors use it as an opportunity for development.	3.4	0.9	60	3.3	1	57.5
33	Team spirit is of high order in this organization.	3.6	1.1	65	3.2	1.1	55
34	When problems arise in health care sector, people discuss these problems openly and try to solve them rather than keep accusing each other behind their backs.	3	1.2	50	3.1	1.2	52.5
35	Career opportunities are pointed out by juniors to senior officers in this organization.	2.7	1	42.5	3.1	1	52.5
36	The health care sector's future plans are made known to the managerial staff to help them to develop their juniors and prepare them for future.	3.1	1.1	52.5	3.2	1	55
37	This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	2.6	1	40	3	1	50
38	Job rotation in health care sector facilitates employee development.	3.2	1.3	55	3.3	1.2	57.5
TOTAL		3.0		52.2	3.0		52.5

Notes

1. Scoring Scale: Almost always true=(5), mostly true=(4), sometimes true=(3), rarely true=(2), not at all true=(1)
2. M.S=Mean Score
3. S.D=standard deviation
4. %=percentage to mean score.

Figure 1: Existing HRD Climate in sample study organizations



Existing status of HRD Climate in sample study organizations with T values.

To test the level of significance, T test was conducted and it is concluded from table II, that the total mean for SMHS and GMC for the dimensions of General Climate, OCATPACE Culture and HRD Mechanisms is > 3 depicting a satisfactory HRD environment in the sample study organizations. The T

value for General Climate (P value= 0.6), OCTAPACE Culture (P value=0.3) and HRD Mechanisms (P value=0.9) > 0.05, depicting that the results are significant. Thus Ho i.e. "HRD Climate in health care sector is satisfactory" is accepted at 5% level of significance.

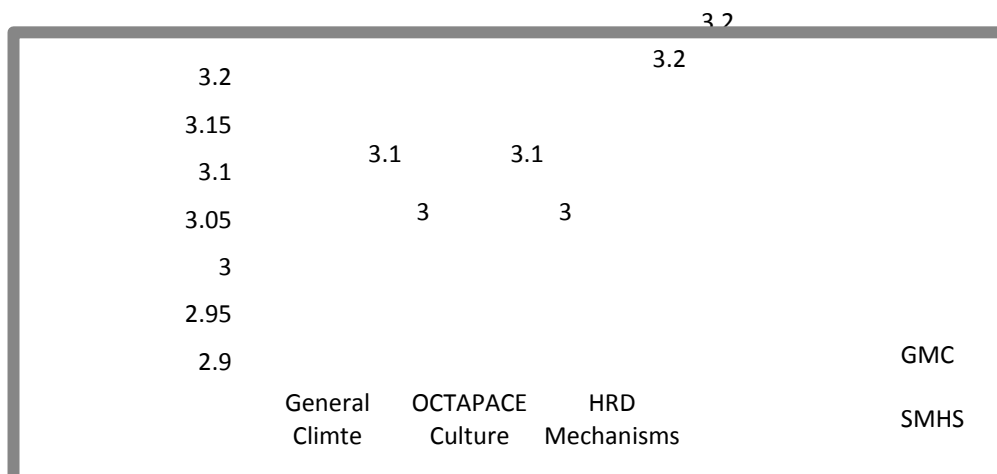
Table II: Existing status of HRD Climate in the sample study organizations with T values.

Dimensions	SMHS (No. 121)	GMC (No.100)	T value	P Value
	M.S	M.S		
General Climate	3	3.1	-0.4	0.6*
OCTAPACE Culture	3	3.1	-0.8	0.3*
HRD Mechanisms	3.2	3.2	0.0	0.9*

Note

1. Statement accepted at 5% level of significance

Figure II: Existing status of HRD Climate in sample study organizations with T values



7. Perception of middle level staff towards HRD Climate.

Table III, represents HRD Climate, with respect to middle level staff in the hospitals. The table represents the perception of middle level staff towards HRD Climate, which is above satisfactory for SMHS with a mean of (M.S=3.15) and below satisfactory level i.e. (M.S=2.96) for GMC Jammu. Middle level staff scored the highest mean score of (M.S=3.8) in SMHS for statement 26 i.e. "Employees are sponsored for training programs on the basis of genuine training needs in health care sector". Statement 32 i.e. "When seniors in health care sector delegate authority to juniors use it as an opportunity for

development" scored the highest mean of (M.S=3.5) for GMC Jammu.

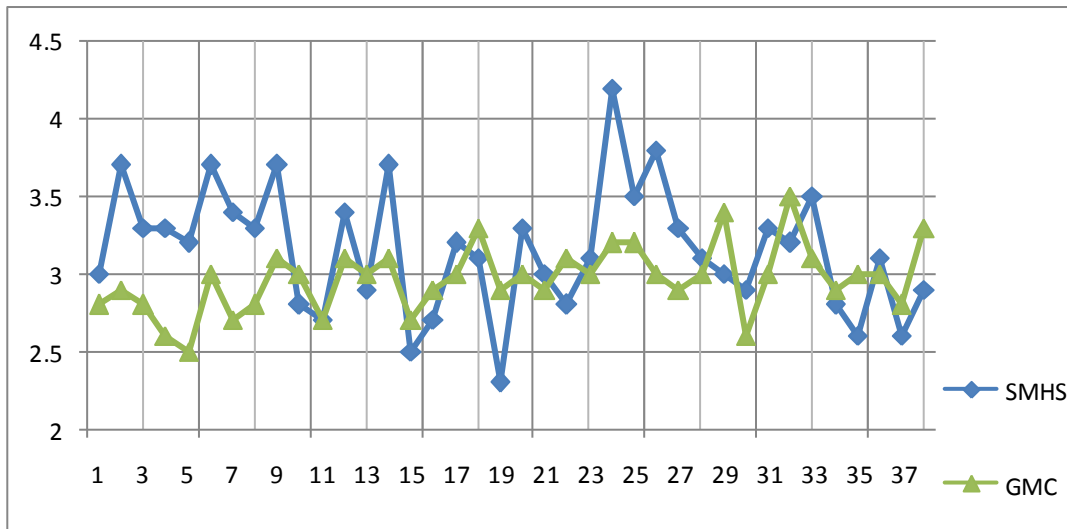
For some statements the perception of middle level staff falls below satisfactory level in the hospitals i.e. statement 15, "There are mechanisms in this organization to reward any good work done or any contribution made by employees", (M.S=2.5) for SMHS and statement 5 i.e. "Employees in this organization are encouraged to experiment with new methods and try out creative ideas." for GMC Jammu where a score of (M.S=2.3) is attained.

Table III: Perception of middle level staff towards HRD Climate.

St. No	Statements	SMHS (No. 37)			GMC (No. 35)		
		M.S	S.D	%age	M.S	S.D	%age
1	The top management in health care sector goes out of its way to make sure that employees enjoy their work.	3	1.1	50	2.8	1.1	45
2	The top management on this organization believes the human resources are an extremely important resource and that they have to be treated more humanly.	3.7	1	67.5	2.9	1.2	47.5
3	Development of the subordinates is seen as an important part of their job by the managers/officers in health care sector.	3.3	1	57.5	2.8	1	45
4	The personnel policies in this organization facilitate employee development.	3.3	1.3	57.5	2.6	1	40
5	The top management in health care sector is willing to invest a considerable part of their time and other resources to ensure the development of employees.	3.2	1.3	55	2.5	1.1	37.5
6	Senior officers/executives in this organization take active interest in their juniors and help them to learn their job.	3.7	1.1	67.5	3	1.1	50
7	People in the health care sector lacking confidence in doing their job are helped to acquire competence rather than being left unattended.	3.4	1	60	2.7	1.1	42.5
8	Managers in this organization believe that employee's behavior can be changed and people can be developed at any stage of their life.	3.3	1	57.5	2.8	0.9	45
9	People in this organization are helpful to each other.	3.7	1	67.5	3.1	1	52.5
10	Employees in the health care sector are very informal and do not hesitate to discuss their personal problems with their supervisors.	2.8	1.1	45	3	1.2	50
11	The psychological climate of the health care sector is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.	2.7	1.2	42.5	2.7	1	42.5

12	Seniors guide their juniors and prepare them for future responsibilities/roles that they are likely to take up.	3.4	1.3	60	3.1	1.2	52.5
13	The top management in the health care sector makes efforts to identify and utilize the potential of employees.	2.9	1.2	47.5	3	1.2	50
14	Promotion decisions in this organization are based on the suitability of the promotee rather than on favoritism.	3.7	1.1	67.5	3.1	1.3	52.5
15	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	2.5	1.2	37.5	2.7	1.3	42.5
16	When an employee in the health care sector does good work his supervising officers take special care to appreciate it.	2.7	1.2	42.5	2.9	1.1	47.5
17	Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism.	3.2	1.2	55	3	1	50
18	People in health care sector do not have any fixed mental impressions about each other.	3.1	1.1	52.5	3.3	1	57.5
19	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	2.3	1.2	32.5	2.9	1.2	47.5
20	When an employee in health care sector makes a mistake, his supervisors treat him with understanding and help him to learn from such mistakes rather than punish him or discourage him	3.3	1	57.5	3	1.2	50
21	Weaknesses of employees in this organization are communicated to them in a non threatening way.	3	1.3	50	2.9	1.1	47.5
22	When behaviour feedback is given to employees in health care sector, they take it seriously and use it for development	2.8	1.1	45	3.1	1.1	52.5
23	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	3.1	0.9	52.5	3	1	50
24	When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.	4.2	0.9	80	3.2	1.2	55
25	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.5	1	62.5	3.2	1.1	55
26	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.8	0.9	70	3	1.1	50
27	People trust each other in this organization.	3.3	1.1	57.5	2.9	1.1	47.5
28	Employees in health care sector are not afraid to discuss or express their feelings with their supervisors.	3.1	1	52.5	3	1.3	50
29	Employees in health care sector are not afraid to discuss or express their feelings with their subordinates.	3	1.2	50	3.4	1.1	60
30	Employees in health care sector are encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors.	2.9	1	57.5	2.6	1.1	40
31	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization.	3.3	0.8	57.5	3	0.9	50
32	When seniors in health care sector delegate authority to juniors use it as an opportunity for development.	3.2	0.8	55	3.5	1	62.5
33	Team spirit is of high order in this organization.	3.5	1	62.5	3.1	1.1	52.5
34	When problems arise in health care sector, people discuss these problems openly and try to solve them rather than keep accusing each other behind their backs.	2.8	1.2	45	2.9	1.2	47.5
35	Career opportunities are pointed out by juniors to senior officers in this organization.	2.6	1.1	40	3	0.8	50
36	The health care sector's future plans are made known to the managerial staff to help them to develop their juniors and prepare them for future.	3.1	1	52.5	3	1.1	50
37	This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	2.6	1	40	2.8	1	45
38	Job rotation in health care sector facilitates employee development.	2.9	1	47.5	3.3	1.2	57.5
TOTAL		3.1		52.5	2.9		47.5

Figure III: Perception of middle level staff towards HRD Climate.



Perception of middle level staff towards HRD Climate in the health care using T values.

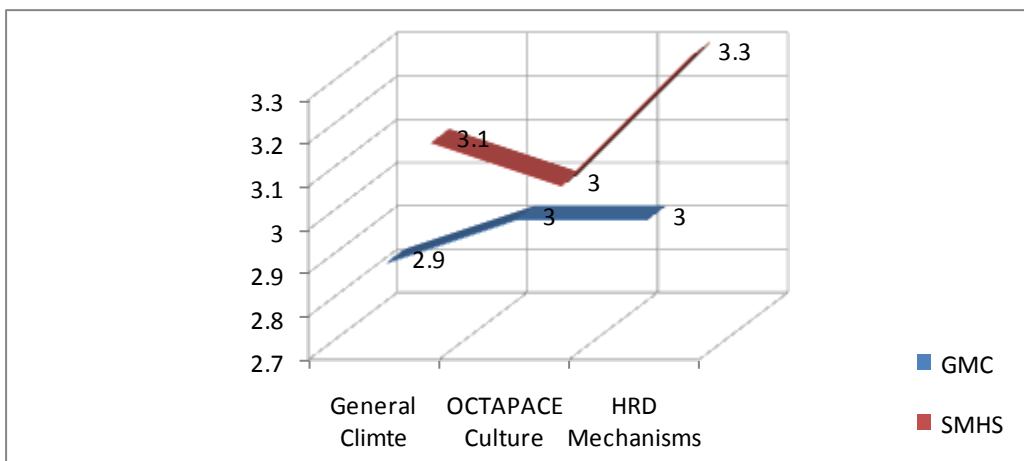
Application of T test revealed that all the dimensions of HRD Climate scored the P Value > 0.05 and a mean score of > 3 for all the dimensions of HRD Climate of both hospitals, hence Ho

i.e. "there is no difference in the perception of middle level staff toward HRD Climate is accepted at 5% level of significance.

Table IV: Perception of middle level staff towards HRD Climate in health care sector using T values.

Dimensions	SMHS (No. 37)	GMC (No.35)	T value	P Value
	M.S	M.S		
General Climate	3.1	2.9	1.2	0.2*
OCTAPACE Culture	3	3	0.2	0.8*
HRD Mechanisms	3.3	3	1.4	0.1*

Figure IV: Perception of middle level staff towards HRD Climate in health care sector using T values



8. Conclusions

- HRD Climate in the two organizations is satisfactory.
- Both the organizations show a mean of greater than average for HRD climate.
- Employees in both the organizations are of the notion that when employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.
- Employees in SMHS are not encouraged to experiment with new methods and try out creative ideas.
- SMHS lags behind in ensuring employee’s welfare so that the employees can save a lot of their mental energy for work purpose.

6. There are no mechanisms in GMC Jammu to reward any good work done or any contribution made by employees.
7. Employees in GMC Jammu are not encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors.
8. Employees in both the organizations are helpful to each other.
9. Performance Appraisal reports in both the organizations are based on objective assessment and adequate information and not on favoritism.
10. Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in both hospitals.
11. The middle level staff in SMHS is more than satisfied with the HRD Climate, prevailing in their hospital.
12. While as the middle level staff in GMC is not satisfied with the existing HRD Climate in the hospital.
13. Middle level staff in SMHS highly believes that employees are sponsored for training programs on the basis of genuine training needs in health care sector.
14. When seniors in GMC Jammu delegate authority to juniors use it as an opportunity for development.
15. In SMHS, there are no mechanisms to reward any good work done or any contribution made by employees.
16. Employees in GMC Jammu are not encouraged to experiment with new methods and try out creative ideas.

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The credit of my success in accomplishing every task related to my research goes to my mother. She has been there for me at each and every step of my research and life. I am highly great full for what she has done and is doing for me. Her sacrifices for me can never be paid back.

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