

HRD Mechanisms in Health Care Sector in J&K: A Comparative Study

S.A. Mufeed Qurrat. A.Hamdani
University of Kashmir, Srinagar
Email : mufeedku@yahoo.com

ABSTRACT

Human Resource Development (HRD) is a framework for the expansion of human capital within an organization. It is a combination of training and education that ensures the continual improvement and growth of both the individual and the organization. HRD mechanisms fall in one of the elements of HRD climate. Various HRD mechanisms such as training & development, career planning, career development, career counselling, performance appraisal system, organization development, quality of work life, workers participation in management are being used in various organizations for building HRD climate. Research on HRD mechanisms at National and International level, particularly in Health care sector is limited. Taking into consideration the limited study on Health care sector, the present study was undertaken on two hospitals-SKIMS & SMHS in the state of J&K(India) with special focus on Performance Appraisal system (PAS) and Training and Development(T&D).The results revealed that HRD Climate and HRD Mechanisms in SKIMS and SMHS is satisfactory. Training and Development is valued and practiced more than PAS in the two organizations.

Keywords: HRD Climate, HRD Mechanisms, Performance Appraisal System, Training and Development.

INTRODUCTION

Human Resource Management is a means for improving efficiencies in terms of better productivity, reduction of costs, better generation of internal resources, better profits and better customer service. Human Resource is considered to be very crucial in the organization's well-being. Organizations will have to build global capabilities such as the ability to seamlessly move talent, ideas and information around the world to create products and services at an optimum pace with quality above par. They will have to build an employee infrastructure for hiring, maintaining, training and developing that takes a global perspective which is made possible through the Human Resource Development (HRD) activities. Human Resource Development (HRD) department is, thus, should be a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic way. Experiment on 14 different organizations, 7 public and 7 private, were analyzed by T V Rao using the framework of HRD linkage and the results revealed that Human Resource Development (HRD) as a function has evolved in India indigenously from the year 1975 when *Larsen & Toubro (L&T)* conceptualized HRD as an integrated system and decided to separate it from the personnel function. Since then, most organizations have started new HR departments or redesigned their personnel and other departments as HRD departments. In *Crompton Greaves LTD (CGL)*, PAS was identified as priority area. CGL started thinking about introducing HRD systems in 1979-80. *L&T Construction Group (ECC)* identified several issues facing them; one of the issues which was prioritized first was performance appraisal. A new appraisal system called as performance analysis and development system (PADS) has been developed and is being implemented.

Jyoti LTD, initiated HRD with the attempts to redesign the PAS. *TVS Iyenger & Sons* divided its personnel function into personnel administration and HRD. The organization focused on manpower planning, job rotation, training, potential appraisal, career planning, job enrichment etc. *Voltas Ltd* while reviewing that reasons for its poor performance, came to the conclusion that inadequate attention was paid to the development of human resources. *Voltas* revised their PAS from time to time. The HRD unit at *Sunderam Fastners Ltd(SFL)* has been working on different HRD mechanisms. Research was conducted for introducing new PAS. Training needs were identified through PAS. *Bharat Earth Movers (BEML)* initiated HRD in 1978 & 1979 focussing on PAS, performance counselling, training, career development & potential appraisal exercises. *BHEL's* sudden dip in production was a matter of concern for the organization and an OD department was formed in 1981. The organization started introducing a new PAS. *Bank of Baroda (BOB)*, with the help of consultant introduced a separate HRD department to look after manpower planning, training & PAS. HRD department also strengthened the training function. *SBI* started HRD practices by introducing a development oriented performance appraisal system and simultaneously started working on other areas as job rotation, training, career dev, feedback & counselling. HRD mechanisms like T&D & survey feedback were initially used in *State Bank of Patiala (SBP)*. Later on, job rotation, PAS, career planning & manpower planning were paid attention to .It was in 1958 that *Indian Oil Corporation (IOC)* set up HRD departments in each unit. Today, there are high expectations from HRD. Human Resource Development is the frameworks for helping employees develop their personnel and organizational skills, knowledge and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching,

succession planning, key employee identification, tuition assistance and organization development.

HRD being an important function of HRM has been incorporated in almost all the organizations either on a small or large scale. Research on 20 organizations reveals no such organization which survives without a HRD department. Sooner or later every organization has realized the importance of such a department which would take care of the developmental aspect of their HR. 40 organizations from all areas were studied on the aspect of HRD. *Lanco Global Systems*, having IT as the nature of activity was established in 1999 and HRD was introduced by the chairman and MD, who are of the opinion that HRD is like a flower in bloom to be experienced. Narayan Murty initiated HRD in *Infosys*-an IT service and IT consulting organization, established in 1981, where ongoing training programs meet the different learning need of employees in specific areas of technology, management, leadership, cultural and communication skills and other soft skills. *Toyota* established in 1948, believes that developing people extends beyond vehicle manufacturing, helps people improve the quality of life. Steve Job realized the importance of HRD and helped *Apple* employees to be specialists in every role. *Face book*, a recently established (2004) social networking site focuses on developing employees to increase employee satisfaction, which in turn has led to increased productivity in terms of increased revenue every year. *Google*, dealing in internet and computer software, encourages highly trained employees. *Honda* (1948), an automotive and aviation concern, focuses on innovation, value creation, customer satisfaction by increasing dedication on the part of workers. Sanjay Bali (VP-HR) in *Samsung* is of the belief that employees are its most important asset. The organization which was established in 1995, believes that by giving opportunities for growth, employees will perform to their fullest potential. *Mahindra Satyam* an 1987 established IT service, IT consulting and software service organization has trained employees thus believing in HRD aspect.

Hyundai believes in “quality”, and has developed quality HR and products. *Northern Trust*, though an old organization, hasn't yet focussed much on HRD. The place is not progressive but values creativity. The top management at *Hero Group* initiated HRD practices, focussing on innovation and value creation. *IKEA*-established in 1943 and a dealer in furniture has reduced employee turnover. Performance of duties is in accordance to the schedule. The organization enables people to grow. The vision of the leaders of yesteryears at *SIMA* (South Indian Mills Association)-1933 led to the development of the HRD centre. Industries realized that the solution of all problems is one necessary aspect i.e. HRD. At *Royal Bank of Canada*, establishment of HRD has led to fewer turnovers. The organization commits to structured performance management system that continually empowers employees to succeed. *Wipro* (1980) provides fewer opportunities in terms of HRD to the employees. *Arvind* (1931) dealing in garments, furnishes highly skilled and trained employees, focuses on effective performance. *Pepsi* (1989) focuses on HRD aspect in a different way by giving early responsibility, risk taking and participation in management. The organization is geared to churn people to develop them. *LG*-a 1958, mobile equipments and digital appliances company lacks a proper HRD area. Most employees are thrown into positions without proper training or orientation, are bombarded with work, given additional responsibilities in a short span of time.

REVIEW OF RELATED LITERATURE

Jane & Robin (2007) conducted a research on International Performance Appraisal policies practices and processes in Australian subsidiaries of health care MNC's. The findings suggested that the host country manager's experience of the appraisal often resulted in the manager perceiving limited opportunities for career development and advancement in the company. The findings showed that there was complete dissatisfaction with the feedback and follow up. A total of 78% were dissatisfied with the feedback and 95% experienced no follow up after the feedback. Only a third of the HCMs believed their current appraisal was beneficial to them. The study revealed three core problems that represented major influences on the PA process for HCMs. Firstly the HCM's appraisal was found to be limited because of the firms overwhelming short term emphasis on sales and profit termed 'bottom line'. Secondly the HCM was disadvantaged by being solely dependent on the remote relationship with his/her supervisor, who rarely had any commitment to the HCM's appraisal because his/her primary concern was the sales and profits of the business. Thirdly, the appraisal was found to be influenced by the international strategy and the structure adopted by the parent MNCs.

An investigation was conducted on development of competence based management and performance assessment system for academic management by *Pooja & Suri (2010)*, the paper explored the various competencies and their relevance to educational institution. The study was aimed to explore the relevance of the competencies from the industrial sector in education sector. The study provided the base for the competency model for the faculty members. *Claudia, Isabel & Van (2000)*, conducted the research on Managing the Performance of Family Physicians in the Portuguese National Health System. The paper explored the awareness, among health system managers at various levels, of problems with performance, as well as their perception of what was being done and what could be done to improve it. This study showed that performance management was a poorly developed part of the management armamentarium of public sector managers in the Portuguese NHS. Health services managers appeared aware of the need to find mechanisms for performance management at

the institutional level, but showed little concern for performance management at in the individual or sub-institutional level. Moreover, they apparently focused on evaluation of process and structure, and made little or no mention of assessing production of health.

A survey on the case of health sector regarding using performance management to meet changing citizen needs in the Mauritian context by *Hemant & Needesh (2006)*, a survey was carried out among Public sector officers in the Mauritian Health Sector to find out how far they took into consideration the needs of citizens when it came to analyzing their performance and setting performance targets, and finding the rationale for such choices. From the analysis of the present situation in the Mauritian Public Health Sector, however, it seemed that not all conditions were present for the implementation of performance management in Mauritian public hospitals with a view to improving quality of services dispensed. There were different piece-meal solutions that had been implemented so as to meet the needs of citizens. Performance management in the case of Mauritian hospitals, nevertheless, was still a farfetched idea because irrespective of how good a technique it is, there was a fear to implement it due to sheer shortage of staff who still had to satisfy the customers to the 'extent possible'. Performance management or not, there were indications that, at least, there had been continuous improvement in quality of service and reduction in the time taken to provide services to citizens in Mauritian hospitals by increasing the number of doctors and other staff and equipment including new types of specialized care previously not possible to provide locally.

An assessment of performance, management in the health care industry covering public-private sector hospitals was carried by *Aykut, Mikail & Kuralay (2011)*, and the findings suggested that Performance appraisal was either never carried out in the public hospital or carried out once a year at most; whereas it was conducted in the private hospital once-twice a year mostly by the hospital management. The most common performance appraisal method in both hospitals was —Comparison Methods. Rewarding mechanisms was mostly ignored in both the public and the private hospitals. According to the results of the questionnaire administered to 78 doctors employed in the public and private hospitals, the most common problem in performance management was the non-objective character of performance appraisal. Between the hospitals, only the problem of different working styles of individuals differed. Other problems did not differ from one to the other. According to the results of the questionnaire administered to 78 doctors employed in the public and private hospitals, it was observed that only favouritism, among the mistakes made by hospitals in performance appraisal, was different in the two hospitals. It was determined that this mistake was more widespread in the public hospital. Effects of other mistakes in appraisal did not differ from one hospital to the other. Finally, it could be stated that it is necessary to constantly perform monitoring and correcting activities in order for a hospital to manage performance. For this, the hospital management should be fully committed to the practice of performance management system. The performance management project could not continue unless this goal is fully guaranteed.

A study on executive MBA students in Bangladesh regarding employee perception of performance appraisal politics was conducted, which investigated the relationship of employees' Perceptions of Performance Appraisal Politics (POPAP) with the employees' organizational outcomes such as job satisfaction, organizational commitment and turnover intention among the full time working (executive) MBA students in Bangladesh. The results of this study on the 67 executive MBA students selected from the four business schools in Bangladesh confirmed that the employees' POPAP for punishment motive significantly reduced their job satisfaction and organizational commitment and encouraged them to quit the organization. Contrarily, the employees' POPAP with a motivational motive, increased job satisfaction and organizational commitment and reduced the turnover intention of the employees. In order to facilitate the discussion, sub group analysis was conducted based on the gender, age, type of employees, and experience (in years). At first, t-test was conducted to see whether employees' POPAP for motivational motive, punishment motive, satisfaction and commitment level and turnover intention differed based on their gender. No significant difference was observed between male and female in this regard. The employees' POPAP for the punishment motive significantly reduced the employees' job satisfaction and organizational commitment, and encouraged them to quit the organizations. Conversely, the employees' POPAP for the motivational motive, increased the job satisfaction and organizational commitment, and reduced the turnover intention of the employees. These findings signified that the employees favoured those kinds of performance appraisal politics that benefit them.

SAMPLE ORGANIZATIONS AT A GLANCE

Since hospitals are a widespread and an important sector of the society and this sector continuously deals with both, its own human resource and humans from outside the organization, to be managed and handled tactfully. So the study on this sector is important. The sample organizations include; 1) SKIMS Soura Srinagar & 2) SMHS Hospital Srinagar.

Sher-i-Kashmir Institute of Medical Sciences Srinagar. The Institute was partially commissioned on 5th December 1982. Sher-i-Kashmir Institute of Medical Sciences is a post graduate Institute for training, research and patient care. With this objective, various committees appointed by the Government of Jammu and Kashmir

identified the specialties in which postgraduate and post doctoral courses would be undertaken. The State Government under the 5th and 6th plan grants earmarked for the Institute, as the planning commission approved of it as a plan project, provided the funds for construction and equipping the Institute.

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 Gynaecology was made available to the general public on OPD and Inpatient basis. In 1959, after the inauguration of Government Medical College on the same campus, S.M.H.S hospital became a major teaching institution imparting undergraduate and postgraduate medical training in all allied specialties of Medicine, Surgery and Gynaecology.

OBJECTIVES OF THE PRESENT STUDY

- 1) to analyze the existing HRD Mechanisms in the sample study hospitals, i.e.(a)SKIMS Soura Srinagar (b)SMHS Srinagar,
- 2) to examine the perceptual difference in the opinion of Medical and paramedical staff and
- 3) to draw conclusions and to provide result oriented guidelines and suggestions to the sample study hospitals for improvement of their existing HRD Mechanisms.

Hypothesis

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

1. HRD Mechanisms in the hospitals is satisfactory.
2. There lies a common perception of medical and Para medical staff towards HRD Mechanisms in the two organizations.

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. Closed format questions offer many advantages in time and money. Questionnaire was used to measure the organizational ethos. 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 (SRSM) 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** including HOD's, Professors, Associate Professors, Asst Professors, Lecturers-**Officers** including Administrative Section, Materials Management, Library etc-**Engineers** including Civil, Electric, Mechanic, Architect-**Nurses** covering Superintendents, Nursing aids-**Others** covering Operators, Attendants, Technicians, Technologists, Drivers, Gardeners and other fourth class employees. Thus the total sample for the study was 225.

DATA ANALYSIS AND INTERPRETATION

Existing status of HRD Mechanisms in the sample study organizations.

Table I reveals that the mean score for HRD Mechanisms in the sample study organizations falls above satisfactory range of scale with mean > 3. While analysing T&D and Performance Appraisal system separately, it is found that the overall environment for T&D is satisfactory in the two organizations, with a mean score of 3.4(60.3%). Statement 26 i.e. "Employees are sponsored for training programs on the basis of genuine training needs in health care sector", scores the largest mean score of 3.6(66.2%) for SKIMS and second largest score of 3.5(64.2%) for SMHS. Statement 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", scores the highest mean score of 3.7(69.7%) for SMHS.

On the other hand, Performance Appraisal System is also found to be satisfactory in both the hospitals with a mean score of 3.0(50.1%). Statement 17, i.e. "Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism", scores the highest mean score of 3.1(53.7%) and 3.1(54%) for PAS in sample study organizations. Statement 22 scores the next comparable mean score of 3.1(53.5%) and 3.1(52.7%) i.e. "When behavior feedback is given to employees in health care sector, they take it seriously and use it for development". Least mean score of 2.7(44%) and 3.1(53.2%) is scored by statement 16, i.e. "When an employee in the health care sector does good work his supervising officers take special care to appreciate it".

Comparing the two mechanisms, the data reveals that, though both the mechanisms are found to be satisfactory but Training and Development is valued and practiced more than PAS. Comparing the scores of the

two organizations, it is found that there lies a difference in the value of two mechanisms, with SKIMS scoring a comparatively higher score of 3.4 with respect to SMHS scoring a score of 3.3 for T&D. It reveals that SMHS does not encourage T&D to the extent SKIMS does. SMHS scores a higher score of 3.0 in comparison to SKIMS scoring 2.9 for PAS, revealing that PAS should be encouraged in SKIMS.

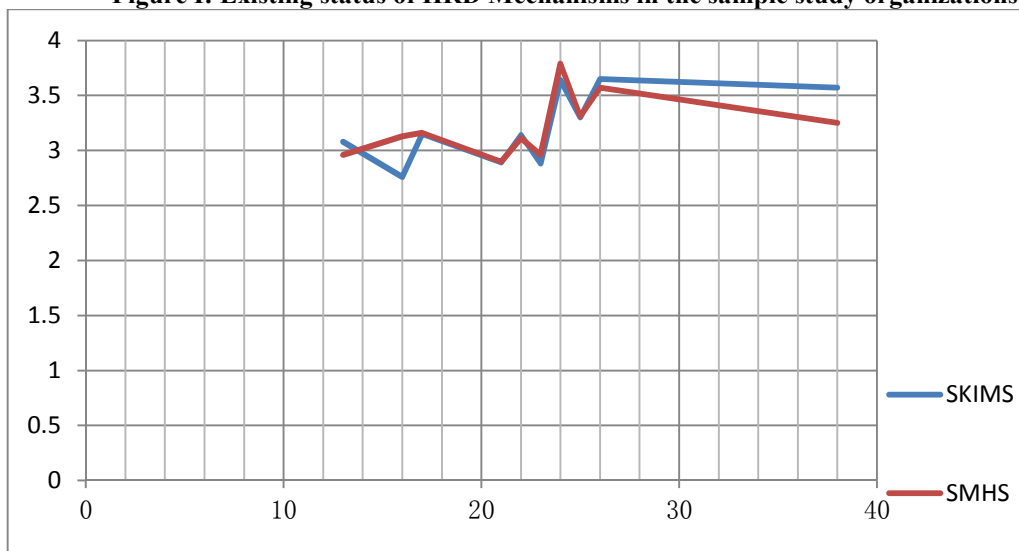
Table I: Existing status of HRD Mechanisms in the sample study organizations.

St. No	Statements	SKIMS (No. 104)			SMHS (No. 121)		
		M.S	S.D	%age	M.S	S.D	%age
1	When an employee in the health care sector does good work his supervising officers take special care to appreciate it.	2.7	1.3	44	3.1	1.2	53.2
2	Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism.	3.1	1.2	53.7	3.1	1.1	54
3	Weaknesses of employees in this organization are communicated to them in a non threatening way.	2.8	1.0	26.8	2.9	1.2	47.5
4	When behaviour feedback is given to employees in health care sector, they take it seriously and use it for development	3.1	1.1	53.5	3.1	1.1	52.7
5	Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues.	2.8	1.2	47	2.9	1.1	49
6	When employees in health care sector are sponsored for training, they take it seriously and try to learn from the programs they attend.	3.6	1.1	66	3.7	1.1	69.7
7	Employees in this organization when returning from training programs are given opportunities to tryout what they have learnt	3.3	1.0	57.5	3.3	1.1	57.7
8	Employees are sponsored for training programs on the basis of genuine training needs in health care sector.	3.6	1.0	66.2	3.5	1.1	64.2
Total		3.1	1.1	52.5	3.2	1.1	55

Notes

1. Statement 1, 2, 3, 4, 5=PAS. Statement 6, 7, 8 =T&D.
2. M.S: mean score, S.D: standard deviation, M.S diff: difference between mean scores, %age=percentage to mean score

Figure I: Existing status of HRD Mechanisms in the sample study organizations.



Existing status of HRD Mechanisms in the sample study organizations using Z values.

Using Z test for evaluating the significance level, it is inferred from the table II that HRD Mechanisms in SKIMS and SMHS falls within satisfactory level. The mean for the dimension of PAS & T&D >3 for both the organizations. P values for PAS (P value=0.42) and T&D (P value=0.91) falls > 0.05. The hypothesis that “the

HRD Mechanisms in the sample study organizations is satisfactory” is accepted.

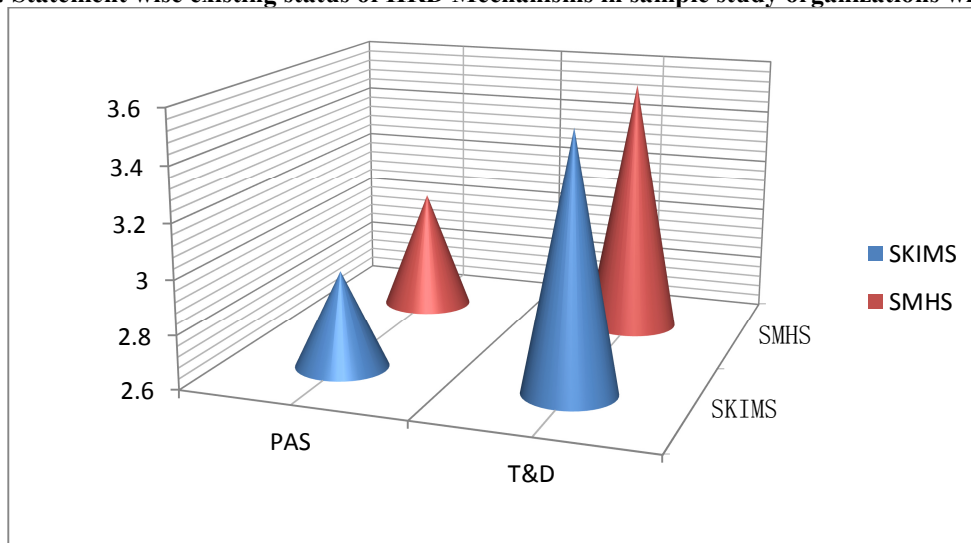
TABLE II: Existing status of HRD Mechanisms in the sample study organizations with Z values.

Dimensions	SKIMS (No. 106)		SMHS (No. 121)		M.S diff	Z value	P Value
	M.S	S.D	M.S	S.D			
Performance Appraisal	2.96	0.88	3.05	0.78	-0.09	-0.80	0.42*
Training & Development	3.54	0.81	3.55	0.92	-0.01	-0.10	0.91*

Notes

1. Scoring Scale : same as in table 1
2. *Ho is accepted ($p > 0.05$)

Figure II: Statement wise existing status of HRD Mechanisms in sample study organizations with Z values



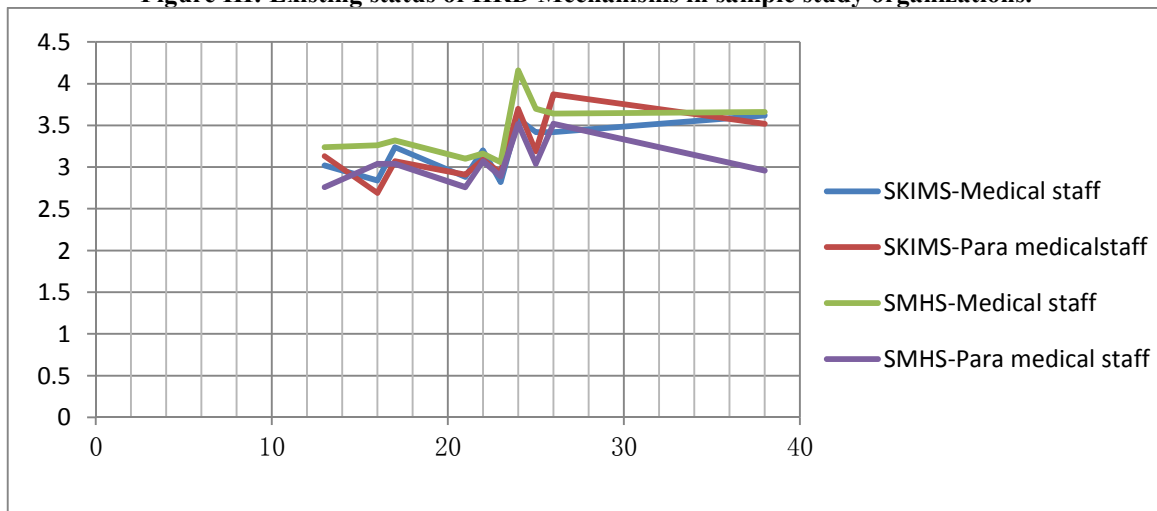
Perception of Medical and Para medical staff towards HRD Mechanisms.

Table III, represents the HRD Mechanisms, with respect to medical and Para medical staff in the sample study organizations. The table represents that the perception of medical and Para- medical staff towards HRD Mechanisms, falls in the satisfactory range of scale. The overall mean values of medical group in SKIMS are >3 as revealed from table III, which falls in the satisfactory range of scale. The table also reveals that the overall mean values of Para-medical staff in SKIMS also falls in the satisfactory level with the mean >3. The mean score of medical and Para medical staff in SMHS also falls in a satisfactory range of scale, which indicates that the environment for HRD Mechanisms is satisfactory for both medical and Para medical staff of the sample study organizations. The medical and Para-medical staff of SKIMS scored less value than the medical and par-medical staff of SMHS. Medical staff of SKIMS and SMHS scored the highest mean score of 3.5(64.5%) and 4.1(79%) for statement 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” and the same statement scored the highest score of 3.5(63%) for Para medical staff of SMHS. Statement 26 i.e. “Employees are sponsored for training programs on the basis of genuine training needs in health care sector” scored the highest score of 3.7(67.5%) and 3.5(63%) for Para medical staff in SKIMS and SMHS respectively. On the other hand, least score of 2.8(45.5%) and 3.0(51.5%) was scored by medical staff of SKIMS and SMHS respectively for statement 23 i.e. “Employees in this organization take pains to find out their strengths weaknesses from their officers and colleagues”. Mean score of 2.6(42.2%) was scored by Para-medical staff of SKIMS for statement 16 i.e. “When an employee in the health care sector does good work his supervising officers take special care to appreciate it” and the Para medical staff of SMHS scored the least score of 2.7(44%) for statements 21 i.e. “Weaknesses of employees in this organization are communicated to them in a non threatening way”.

Table III: Perception of Medical and Para medical staff towards HRD Mechanisms.

St. No	SKIMS						SMHS					
	Medical(No.50)			Par Medical(No.54)			Medical(No.50)			Para Medical(No.71)		
	M.S	S.D	%age	M.S	S.D	%age	M.S	S.D	%age	M.S	S.D	%age
1	2.8	1.4	46	2.6	1.2	42.2	3.2	1.2	56.5	3.0	1.2	51
2	3.2	1.1	56	3.0	1.2	51.7	3.3	1.1	58	3.0	1.1	51
3	2.8	0.8	47	2.9	1.2	47.7	3.1	1.0	52.5	2.7	1.3	44
4	3.2	1.1	55	3.0	1.2	52.2	3.1	1.0	54	3.0	1.2	51.7
5	2.8	1.3	45.5	2.9	1.2	48.2	3.0	1.0	51.5	2.8	1.2	47.2
6	3.5	0.9	64.5	3.7	1.2	67.5	4.1	0.9	79	3.5	1.2	63
7	3.4	1.1	60.5	3.1	1.0	54.7	3.7	1.0	67.5	3.0	1.2	51
8	3.4	1.0	60.5	3.8	0.9	71.7	3.6	1.1	66	3.5	1.0	63
Total	3.1	1.1	54.2	3.1	1.1	54.5	3.4	1.0	60.6	3.1	1.2	52.7

Figure III: Existing status of HRD Mechanisms in sample study organizations.



Existing status of HRD Mechanisms for medical staff in the sample study organizations with Z values.

Using Z test for evaluating the significance level, it was inferred from table IV that the mean for both the staffs for HRD Mechanisms >3 with the P value >0.05. Thus it can be inferred that there is no significant difference in the perception of medical and Para medical staff of the sample study organizations, hence the hypothesis that “there lies a common perception among the medical and Para medical staff towards HRD Mechanisms” is accepted.

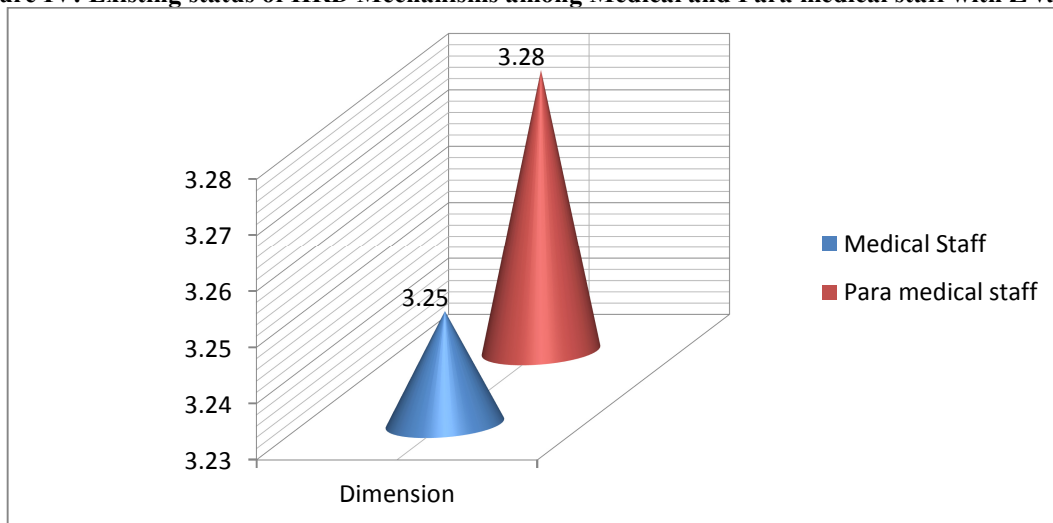
TABLE IV: Existing status of HRD Mechanisms for medical and Para medical staff with Z values.

Dimension	Medical Staff N. 172		Para medical Staff N. 225		M.S diff	Z value	P Value
	M.S	S.D	M.S	S.D			
HRD Mechanisms	3.2	0.8	3.2	0.7	-0.0	-0.3	0.7

Notes

- 1 Scoring Scale : same as in table
- 2 Ho is accepted (p>0.05)

Figure IV: Existing status of HRD Mechanisms among Medical and Para medical staff with Z values.



CONCLUSIONS AND SUGGESTIONS

It can be concluded from the findings that HRD Climate and HRD Mechanisms in SKIMS and SMHS is satisfactory. An overview of the study is that,

- HRD Climate in SKIMS and SMHS is found to be satisfactory.
- There is difference in the HRD Climate of the two organizations.
- HRD Climate in SMHS is better than that of SKIMS.
- HRD Mechanisms in the sample study organizations falls within a satisfactory range of scale.
- There is a satisfactory environment for Training and Development in the two organizations.
- Training and Development is imparted only after assessing the need for it.
- Performance Appraisal System is found to be good in both the hospitals.
- Training and Development is valued and practiced more than PAS in the two organizations.
- SMHS does not encourage T&D to the extent SKIMS does.
- Medical staff of SKIMS scored comparatively less value than the medical staff of SMHS and inverse applies for the Para medical staff of the two organizations.
- Medical staff of SKIMS encourages job rotation which helps develop the employees.
- When the medical staff of SMHS is sponsored for training, they take it seriously and try to learn from the programs they attend.
- Medical staff of SMHS Hospital is less dissatisfied than medical staff of SKIMS but Para medical staff of SKIMS is less dissatisfied than Para medical staff of SMHS.

HRD Climate and HRD Mechanisms should be encouraged in both the organizations as it forms a prime element of any organization. SKIMS and SMHS should focus more on developing HRD Climate and HRD Mechanisms in the organization to ensure satisfaction of their HR so that the effectiveness and productivity of the organizations is enhanced. The top management in the health care sector should make efforts to identify and utilize the potential of employees. Both the organizations should encourage Training & Development but SMHS should focus more on this mechanism than SKIMS. Medical staff of both the organizations should take pains to find out their strengths and weaknesses from their officers and colleagues which the research reveals is lacking in them. Good work done on the part of Para medical staff in SKIMS should be taken care of and encouraged by seniors. The top management in SMHS should make efforts to identify and utilize the potential of employees. Care should be taken while appraising the employees and in communicating the weaknesses of the employees to them in a non threatening way.

REFERENCES

- Agarwal, M., & Gupta, S. (2007). Effects of perceived procedural fairness of organizational Human Resource practices on the relationship between facets of the performance appraisal system and its effectiveness. *Indian Journal of Training and Development*, XXXVII: 2, April-June 2007, 53-67.
- Altarawneh, I. (2009). Training and development evaluation in Jordanian banking organizations. *Research and Practice in Human Resource Management*, 17(1), 1-23.
- Antonacopoulou, E.P. (2001). The paradoxical nature of the relationship between training and learning. *Journal of Management Studies* 38:3, May 2001, 327-350.

- Anuradha, R. (2003). Designing Human Resource development training for a development organization. *Indian Journal of Training and Development XXXIII: 3-4, July-December (2003)*, 99-109.
- Balsam, S., Fernndo, G. D., & Tripathy, A. (2011). The impact of firm strategy on performance measures used in executive compensation. *Journal of Business Research 64(2011)*, 187-193.
- Banu, C. V., & Umamaheshwari, P. (2009). A study on 360 degree performance appraisal system in Reliance life Insurance, Udumalpet. *The Icfaiian Journal of Management Research, Vol. VII, No. 7, 2009*, 65-78.
- Beduk, A., Altan, M., & Sarsenova, K. (2011). Performance management in the health care industry: an application on the assessment of public-private sector hospitals. *The 2011 Barcelona Academic Conference, Barcelona, Spain 2011*, 1181-1188.
- Borders, S., Blakely, C., Quiram, B., & Mc Leroy Kenneth. (2006). Considerations for increasing the competences and capacities of the public health workforce: assessing the training needs of public health workers in Texas. *Human Resource for Health 2006, 4:18*.
- Chakaravarty, T. (2006). Employment status of displaced workers: An effect of training. *Indian Journal of Training and Development, XXXVII: 2, April-June (2006)*, 58-67.
- Chittoo, H. B., & Ramphul, N. (2006). Using performance management to meet changing citizen needs in the Mauritian context: a case of the health sector. *The International Journal of Public Sector Management, Vol. 13, No. 1*, 19-37.
- Claudia, C., Craveiro, I., & Blaise, P. (2010). Managing the performance of family physicians in the Portuguese national health system. *Human Resource for Health Development Journal (HRDJ) Vol. 4, No. 3 September-December 2000*, 184-193.
- Deshpande, B., & Arekar, K. (2011). Linking balanced card to performance management system a process model. *International Journal of Business and InfoTech, Vol. 1, No. 1, June 2011*, 109-113.
- Drost, E. A., Frayne, C. A., Lowe, K. B., & Geringer, J. M. (2002). Benchmarking training and development practices; a multi-country comparative analysis. *Human Resource Management, Spring 2002, Vol. 41, No. 1*, 67-86.
- Dwiredi, P., & Purang, P. (2007). Training needs identification and evaluation: case study of Indian organizations. *India Journal of Training and Development XXXVII: 1, January-March 2007*, 5-21.
- Garg, S. (2011). A study on performance evaluation of selected Indian mutual funds. *International Journal of Innovation Creativity and Management (IJICM), Vol. 1, Issue 1, January 2011*, 1-11.
- Geetika, & Pandey, N. (2007). Benchmarking-A strategic tool for enhanced performance: a study of power sector in India. *The Icfaiian Journal of Management Research, Vol. VI, No. 7, 2007*, 37-51.
- Ghosh, S. (2005). Organizational climate vis-a-vis performance appraisal climate of agricultural extension organizations. *Indian Journal of Training and Development XXXV:3, July-September 2005*, 93-106.
- Gunavathy, J. S., & Jayaraman, V. (2005). A study on employees opinion on the 360 degree feedback system. *Indian Journal of Training and Development XXXV:4, October-December 2005*, 52-61.
- Harvey, J., Pettigrew, A., & Ferlie, E. (2002). The determinants of research group performance towards mode. *Journal of Management Studies 39:6, September 2002, 0022-2380*, 747-774.
- Hood, P. J. (2003). A comparative study of education officer's training in two different cultures. *South Asian Journal of Management, Vol. 10, No. 4*, 25-34.
- Ibrahim, M.E. (2004). Measuring training effectiveness. *Journal of Management Research, tri annual Journal of MSA, Faculty of Management Studies, University of Delhi, Vol. 4, No. 3, December 2004*, 147-156.
- Jangid, V.K., & Chatterjee, A. (2002). Designing a performance appraisal system for shop floor employees. *Indian Journal of Training and Development XXXI:1, January- March 2002*, 79-87.
- Jawahar, I.M., & Stone, T. H. (1997). Appraisal purpose versus perceived consequences: the effects of appraisal purpose, perceived consequences and rater self monitoring on leniency of rating and decisions. *Research and Practices in Human Resource Management, 5(1)*, 33-54.
- Jian, W., Huang, Y., Hu, M., & Zhang, X. (2009). Performance evaluation of inpatient service in Beijing: a horizontal comparison with risk adjustment based on diagnosis related groups. *BMC Health services Research, 9:72, 2009*, 9-72.
- Krishnaveni, R., & Sripirabaa, B. (2008). Does Partnering and financial support have impact on alignment of training and development with strategic goals. *Indian Journal of Training and Development*, 71-77.
- Kumar. (2008). Training of KVK trainers in training management- a study. *Indian Journal of Training and Development*, 73-75.
- Kumar, A., (2006). Women entrepreneurs in Northern India: an investigation of training related issues. *Indian Journal of Training and Development, XXXVII: 3, July-September 2006*, 61-74.
- Kumar, C. N. V. (2000). Performance appraisal of senior level managers- a neglected activity. *Indian Journal of Training and Development*, 76-86.
- Kundu, S. C., & Handa, R. K. (2008). An identification of training and development needs: A case study of Indian and multinational companies. *Indian Journal of Training and Development*, 1-12.

- Kuvass, B. (2007). An exploration of how the employee-organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of management studies, j 1467-6486*, 1-26.
- Leshabari, M. T., Muhondwa, E. P. Y., Mwangu, M. A. & Mbembati, N. A. A. (2008). Motivation of health care workers in Tanzania: A case study of Muhimbili National hospital. *East African Journal of Public Health Volume 5, Number 1, April 2008*, 32-37.
- Madan, A. (2006). Appraising the performance appraisal- the Indian Scenario. *Indian Journal of Training and Development XXXVII: 3, July- September 2006*, 43-54.
- Maley, J., & Kramar, R. (2007). International performance appraisal: policies, practices and processes in Australian subsidiaries of healthcare MNC's. *Research and Practice in Human Resource Management, 15(2)*, 21-40.
- Manikandan, P., & Anwer, M. (2008). Assessment of management training needs of agricultural research managers. *The Icfaiian Journal of Management Research, Vol. VII, No. 4, 2008*, 21-31.
- Manoharam, T. R., Muralidharan, C., & Deshmukh, S. G. (2009). Employee performance appraisal using data employment analysis: a case study. *Research and Practice in Human Resource Management, 17(1)*, 92-111.
- Milliman, J., Nason, S., Zhu, C., & Cieri, H. D. (2002). An exploratory assessment of the purposes of performance appraisal in North and Central America and the Pacific rim. *Human Resource Management, Spring 2002, Vol. 41, No. 1*, 87-102.
- Mishra, S. (2008). Training and development need analysis for ushering change- a study in Jindal Steel and power Ltd. *Indian Journal of Training and Development, 63-71*.
- Nair, B. & Pareek, A. (2011). A study of the various performance management system adopted by select Indian private sector organizations. *International Journal of Research in Commerce and Management, Vol. No. 2, 2011, Issue No. 6, June, ISSN 0976-2183*, 43-46.
- Najafi, L., Hamadi, Y., Vatankhah, S., Purnajaf, A. (2010). Performance appraisal and its effects on employees motivation and job promotion. *Australian Journal of Basic and Applied Sciences, 4(12): 6052-6056, 2010, ISSN 1991-8178*.
- Nath, C. K. (2011). Impact of training programmes in HRD activities in PSU: a case study. *Indian Management Studies Journal 15(2011)*, 93-105.
- Ogunu, M. A. (2002). Evaluation of management training & development programme of Guinness Nigeria PLC. *Indian Journal of Training and Development XXXII: 1, January-March 2002*, 22-28.
- Patil, D., & Gupta, M. (2005). A study of training motivation and participation. *Indian Journal of Training and Development XXXV: 3, July-Sep 2005*, 33-48
- Poon, J. M. L., Stevens, C. K., & Gannon, M. J. (2000). Effects of Training method and learning style on cross-culture training outcomes. *Research and Practice in Human Resource Management", 8(2)*, 73-97.
- Rastogi, S. (2002). Executive training and development (A comparative study of selected public and private sector enterprise). *Indian Journal of Training and Development XXXII: 1, July-Sep 2002*, 86-94.
- Selvam, M., Panchalan, R. (2003). Evaluation of executive training at NLC Ltd. - A case study. *Indian Journal of Training and Development XXXIII: 3-4, July-December 2003*, 60-70.
- Singh, A. J., & Perdue, J. (2002). Preferred training methods for specific objectives: Survey of managers in private clubs. *Indian Journal of Training and Development XXXXII: 1, Jan Mar 2002*, 47-58.
- Snell, S. A., Lepak, D. P., James, W. D., & Youndt, M. A. (2000). Selection and training for integrated manufacturing: The moderating effects of job characteristics. *Journal of Management Studies 37:3 May 2000, 0022-2380*, 445-467.
- Sontakki, B. S., Samanta, R. K., Shenoy, N. S. & Reddy, P. V. (2006). Management training needs of agricultural scientists of Indian council of agricultural research. *Indian Journal of Training and Development, XXXVII: 2, April-June(2006)*, 136-148.
- Srivastava, K. B. L., Deb, S., & Prasad, A. P. (2001). Evaluating training effectiveness and customer satisfaction in Tata Steel-A case study. *Indian Journal of Training and Development, 45-57*.
- Sur, D., & Jafar, A. (2008). Evaluating performance of human resources through human resource accounting information in NTPC limited during the pre and post liberalization periods: A comparative study. *The Icfaiian Journal of Management Research, Vol. VII, No. 2, 2008*, 21-35.
- Thang, N. N., & Quang, T., & Buyens, D. (2010). The relationship between training and firm performance: A literature review. *Research and Practice in Human Resource Management, 18(1)*, 28-45.
- Tripathi, P., & Suri, R. K. (2010). Development of competence based management and performance assessment system for academic management: empirical investigation. *International Journal of Innovation and Technology, Vol. 1, No. 4, October 2010. ISSN: 2010-0248*, 357-360.
- Young, G. J., Beekun, R. I., & Stedham, Y. (2000). Board of directors and the adoption of a CEO performance evaluation process: Agency and institutional- Theory perspectives. *Journal of Management Studies, 0022-2380*, 277-294.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

