

# **Relationship between Human Resource Development Climate and Job Satisfaction: The Case of Public Health-Care Sector of Kashmir**

**Umer Shareef Sheikh**

*Research Scholar, Department of Commerce, Aligarh Muslim University, India*

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**Abstract:** *This paper is an attempt to examine the relationship between various HRD sub-systems and employees job satisfaction. The data for the purpose have been collected by surveying district-level health-care institutions of Kashmir province of Jammu and Kashmir. All types of employees irrespective of gender, age, job category, salaries, or length of service were considered for the study except grade-IV employees. A total of 265 employees participated in the survey. The study explored the HRD climate in all the ten sampled district hospitals of Kashmir and examined the levels of job satisfaction of employees working in these hospitals to verify whether there is any relationship between the two. The study clarifies the effects of HRD climate and its components on Job satisfaction. All the components or sub-systems of HRD climate (performance appraisal and reward, feedback and counselling, potential appraisal and career development, employee welfare and QWL, organization development, and, training and development) have been found influencing job satisfaction.*

**Keywords:** *Appraisal, Employee Welfare, Feedback and counselling, Human resource, OD, and, Training.*

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## **I. Introduction**

People occupy a pivotal place in any organization and are valued over and above all other resources. The success or failure of an organisation is believed to be dependent on the competencies of its workforce. Earlier studies confirm that the human resource is a valuable component for an organization attempting to develop strategic competitive advantage (Wright et al., 1991). An organization enjoys competitive advantage when it is the only one which offers a product at a price and quality while its competitors cannot do so (Aswathappa K. 2010, Pp: 5). People offer competitive advantage to a firm because it is people who formulate strategy and implement them effectively. When human resources are employed strategically, firms compete more effectively in this dynamic marketplace, especially when the productivity of superior resources depends upon the nature of their employment and the skill with which a strategy based on resource superiority is implemented (Peteraf. 1993, Pp: 186). Moreover, efficient workforce may lead to effective operations which in turn result in the better utilization of available resources and timely accomplishment of organizational goals. The change that has most impacted organizations in the past decade has been the increasing realization that human resource of an organization is the primary source of competitive advantage and that they have to be taken care of well. It is now accepted that happy and satisfied employees would lead to efficient results (see for instance, Wright et.al., 2007) while dissatisfied employees are more expected to quit and look for other jobs (Veloutsou & Panigyrakis, 2004). Thus, organizations are compelled to take every initiative to increase job satisfaction of its workforce and motivate them for better performance. In this study we propose HRD climate as an important factor influencing the job satisfaction behaviour of an employee at his/her work place.

## **Objectives**

1. To explore the existing status of HRD climate in the health-care sector of Kashmir.
2. To study the levels of job satisfaction among health-care employees in Kashmir.
3. To establish a link between HRD climate and Job satisfaction and statistically test the relationship.

It is assumed that a statistically significant relationship exists between HRD climate and job satisfaction of employees and that the more favorable the developmental climate, the more satisfied would be the employees.

## **Human Resource Development Climate**

HRD in the organizational context is a process by which the employees of an organization are helped in a continuous, planned way to: (a) acquire or sharpen capabilities required to perform various tasks and functions associated with their present or future expected roles; (b) develop their capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and/or organizational development purposes; and (c) develop an organizational culture where superior- subordinate relationships, teamwork and collaboration, among different sub-units are strong and contribute to organizational wealth, dynamics and pride

of employees (Rao, 1986). It focuses on theory and practices relating to training, development and learning within organization both for individuals and in the context of business strategy and organization competence formation (Gourlay, 2000: 99). According to Singh (2010, Pp: 01), HRD is concerned with creating a climate of work culture, productive efficiency and integration by: 'building the capabilities of people'; 'Preparing them for change'; 'Improving productivity with quality development and achieving organizational goals in a dynamic and competitive business environment'. Moreover, successful organizations which hold the belief that HRD makes a difference have created proper HRD divisions for developing their employees. The positive HRD climate renders the existing systems more efficiency and makes the organizations more receptive to the introduction of relevant additional system (Athereya, 1988).

The term HRD climate as a concept evolved in India during eighties. The concept gained much publicity among academics, scholars and business managers, soon after it was revealed that favourable HRD climate positively influence organizational performance. Rao and Abraham (1986) were the first to study HRD climate. They defined the term 'HRD climate' as the shared perceptions which employees hold about that particular organization they work with. The authors were of the view that an optimal developmental climate is essential for facilitating HRD. Such optimal developmental climate is characterized as consisting of numerous tendencies on the part of the organization like management support and interest, employee support systems, developmental mechanisms, career enhancing schemes, good dyadic behaviours, friendly and flexible work systems etc. and much more, thus, invoking a feeling among employees about the existing HRD structure at their work place.

In a broader frame, the employee developmental climate may be seen as a part of larger system i.e., organizational climate (OC). OC is an extensively researched phenomenon in the organizational psychology literature and has been defined in various ways. For instance Schneider (1969) defined OC as individual's perception about salient characteristics of the organizational context. In the words of Tagiuri and Litwin (1968, p. 25) it is the relatively enduring quality of the total environment that; is experienced by the occupants, influences their behaviour, and, can be described in terms of the values of a particular set of characteristics or attributes of the environment. Such attributes include a supportive climate of risk taking, cohesiveness, and motivation to achieve (Denison, 1996). Forehand & Gilmer (1964) described it as a set of characteristics which are relatively enduring over time and that define organizations, differentiate them from others and influences the behaviour of the people in the organizations. Human resource development climate in this sense is thus, the attention that members pay towards various developmental systems such as personnel policies, appraisal, learning, rewards, and, management behaviour at their respective places of work. In other words, it is an understanding shared by every employee about that particular organization they work with.

### **Job Satisfaction**

Job satisfaction is a pleasurable or positive emotional state, resulting from appraisal of one's job or job experiences (Locker, 1976; Grebner et.al., 2005). It is an emotional response towards various facets of one's job (Sangmook, 2005). In other words, it is how people feel about their jobs and about different aspects of their jobs (Spector, 1997). Satisfaction with the job a person is doing is an important aspect of his/her behaviour and such behaviour is continuously been related with the performance (e.g. Wright et.al., 2007). Researchers have identified many antecedents causing job satisfaction such as work itself, supervision, pay, co-workers, opportunity for development, job design, employee needs and desires (Smith et.al., 1969; Spector, 1997; Robbins, 2012) and there can be many more still unexplored. The concept is important given its implications on other job-related variables. For instance, positives correlations have been found between job satisfaction and various other job-related variables like; motivation, job involvement, organizational citizenship behaviour, organizational commitment, life satisfaction, mental health, and job performance etc. while it is negatively related with absenteeism, turnover, and perceived stress (Judge et al., 2001; Kreitner & Kinicki, 2001; Spector, 1997). A less dissatisfied workforce increases productivity through less distraction caused due to absenteeism, employee turnover, low medical costs, and, less incidents of destructive behaviour (Robbins, 2012). Job satisfaction is conceived not only as an indicator of employee's well being but also as central to understanding the process of employee turnover (Rowold, 2008). For instance, job satisfaction has been found explaining variance in withdrawal cognitions, turnover intentions, and, actual turnovers independent from organizational commitment (Long C. S. et.al. 2014). Job satisfaction is thus, an element of great importance so far as organizational as well as individual point of view is concerned.

### **HRD climate and Job Satisfaction**

This study is based on the premise that happy and satisfied employees would lead to efficient results (see for instance, Wright et.al., 2007) while dissatisfied employees are more expected to quit and look for other jobs (Veloutsou & Panigyrakis, 2004). The literature provides enough attestation to the fact that the persistence of a well managed and supportive work system positively influences employee attitudes and behaviour (Deal & Kennedy, 1982; Peter & Waterman, 1982) and as such, attempts have been made to explore these relationships

(Delay, 2002; Schnake, 1986). Supportive HRD practices including performance appraisal, training, reward management, potential development, job rotation, performance management, organization development, and career planning (Rao TV & Abraham, 1986; Long C. S. et.al. 2014) and organizational climate are positively associated with job satisfaction (Patterson M. G. et.al., (2005). For instance, training is initiated within organizations to enhance and improve KSA i.e., knowledge, skills and abilities of the employees (Arthure et.al., 2003) and researchers have found participation in training enhances employee's job satisfaction (Saks, 1995; Georgellis & Lange, 2007). It is argued that organizations rely on highly satisfied and involved employees to achieve organizational goals which therefore could be achieved by having a systematic and well designing training and development culture (Long C. S. et.al. 2014).

Organization development (OD) is defined as the process of enhancing the effectiveness of an organization and the well-being of its members through planned interventions that apply behavioural science concepts (Long C. S. et.al. 2014). It is an instinct to identify the need for change by implementing certain strategies to influence elements such as beliefs, attitudes, values, and structure of organizations which in turn would help organizations adapt to the new markets and the challenges ahead (Wemer & DeSimone, 2011). OD interventions influences employees work situation determinants which are the main predictors of job satisfaction (George & Jones, 2008). These interventions are mainly focused towards improving organizations for their own benefits and for the benefit of their employees. Therefore, employee's which appreciate and undertake change process will gain much satisfaction in their work. Similarly, career development initiatives are taken to safeguard the future of an organization and also to give a clear understanding to the employees that an organization requires their services for the times to come and thus, adding to the satisfaction of the employees. Another element that affects employee's job satisfaction is performance management and this relationship has been studied earlier (e.g. see, Brief, 1998; Cropanzano & Wright, 2001; Bryan et.al., 2008). Satisfaction is important for worker health and well-being, and organizations have control over job design feature that influence both satisfaction (e.g. pay, procedural justice) and performance (e.g. resources, training). Since, performance management often relates to employee reward and compensation, it remains an empirical question whether performance pay increases or decreases job satisfaction on average (Long C. S. et.al. 2014). Apart from this many other studies revealed organizational climate as important in enhancing employee's job satisfaction (See; Churchill et.al., 1976; Kabes, 1989; Natarajan, 2001; Arani & Abbasi, 2004; Osteroff & Kinicki, 2006). For instance, Churchill et.al., (1976) mentioned organizational climate as an indispensable part of salesmen morale and revealed that 40% of variation in the job satisfaction of the salesmen is explained by organizational climate. Studies of Kabes (1989) and Natarajan (2001) reported significant positive correlation between school climate and work satisfaction. While, Osteroff and Kinichki (2006) also found that overall climate at the work place does influence the satisfaction levels of individual employees. In addition to the above, we commonly believe that fairly happy and satisfied workforce is usually a productive workforce. We thus, assume that the developmental climate in various hospitals under study is satisfactory and that employees working in such hospitals are fairly satisfied.

### **Participants and Procedure**

All ten district-level hospitals of Kashmir are surveyed. Except grade IV workers all other employees have been considered for the study. The questionnaire is served to 350 employees however, only 308 of them returned it back. Further, among 308 questionnaires only 265 have been found fit for further analysis. The respondents include 157 male and 108 female employees of all ages selected at random. The item-wise mean scores of the total sample are presented in Appendix under different headings.

The questionnaire started with information relating to demographic profile of the respondents i.e., gender, age, job, salary and experience in the present organization. This is followed by two sections i.e., first related to HRD climate containing thirty questions extracted from the HRD climate questionnaire developed by Rao and Abraham (1986) and the second comprising Messon's (1995) ten item index of job satisfaction. The thirty questions measuring HRD climate have been reduced to eight underlying dimensions with Eigen values of one or more than one, using principal component analysis technique of variable reduction. However, the researcher followed variance explanation method and used first six factors explaining 67.4 per cent of the total variance for further analysis. These extracted factors have been labelled as 'performance appraisal and reward', 'feedback and counselling', 'potential appraisal and development', 'employee welfare and QWL', 'organization development' and 'training and development'. The factor loading of all items are shown in table 2 in the appendix.

Scale and questionnaire were given to employees and before responding to questions, instructions for each part of the scale and questionnaire are adequately explained. The participants have been assured that their participation in the study is voluntary and their responses would remain confidential and be used for research purpose only. The questionnaire used a five point Likert scale, therefore an average score of 3 and around indicate a moderate tendency of that dimension while, scores around 4 indicate a fairly good degree of that dimension existing in the organization. For the sake of interpretations mean scores have been transformed into percentage scores using the formula;

Percentage Score = (Mean Score – 1) X 25 In this way, score of 1, 2, 3, 4, and, 5 are assumed to represent 0 per cent, 25 per cent, 50 per cent, 75 per cent, and, 100 per cent respectively. Thus, percentage scores indicate the extent of existence of an aspect concerned out of the ideal 100. Reliability coefficient i.e., Cronbach's alpha for the scale has been calculated for a sample of total 265 employees for both the survey instruments. All the values are found to be satisfactory (greater than .07) and the overall Cronbach's alpha score for HRD climate variables arrived at 0.942 while one variable in the Job satisfaction questionnaire (item 04 i.e., Most employees give their best effort in doing their jobs) had to be deleted to take up the overall reliability coefficient to above standardised score of 0.07 ( $\alpha = 0.719$ ). Hence, scales have been made reliable for further analysis.

### **Tools used for analysis**

To arrive at pertinent results, the collected data is put to statistical analysis using SPSS. The tools, which are employed to study the relationship between HRD climate and Job satisfaction included correlation and regression analysis. After scoring the questionnaire, the data was tabulated for each variable being studied.

### **Analysis and Interpretations**

The existing HRD structure in health-care sector of Kashmir has been analysed and presented below under six sections; performance appraisal and reward system, feedback and counselling, potential appraisal and career development, employee welfare and QWL, organization development, and, training and development.

### **Performance Appraisal and Reward system**

Performance appraisal is assessing the performance and progress of an employee after a specified period of time in relation to his/her set performance standards. Appraising performance is beneficial for organizations. It provides valuable information for personnel decisions such as pay increases, promotions, demotions, transfers and terminations. It helps in analyzing training and development needs by working out performance gaps and identifying people who require more training to avoid weaknesses. It also boosts employees with competitive spirit and motivates them towards improved and better performance.

The performance appraisal and reward dimension of HRD climate in health-care of Kashmir has been measured using five items in the questionnaire. Table 3 in the appendix presents the item-wise mean scores of the opinion of employees about performance appraisal and reward system being in use in various hospitals of Kashmir. It also furnishes the results in percentage terms. The results show above-average mean scores for all variables measuring performance appraisal and reward system except for item – 04. The mean score for item-04 (i.e. There are mechanisms in this organization to reward any good work done or any contribution made by employees) has arrived at 2.63 (40.75%) which is not satisfactory. The highest mean score of all items has been recorded for item-01 (The organization's future plans are made known to the senior staff to help them develop their juniors and prepare them for future,  $m = 3.21$  or 55.25%). Item-03 and item-05 both shared an above-par percentage level of 55% having equal mean score ( $m = 3.20$ ). While item-02 (Promotion decisions are based on the suitability of the promotee rather than on favouritism) recorded a satisfactory mean score ( $m = 3.11$  or 52.75%). The overall status of existing performance appraisal and reward mechanism in hospitals of Kashmir appeared at average level ( $m = 3.06$  or 51.5%). There is a good deal of scope for improvement.

### **Feedback and Counselling**

Awareness of strengths and weaknesses make people more effective and competent. They choose among situation the ones in which their strengths are required, and avoid those in which their weaknesses could create problems. This increases the satisfaction of the individual too. People mostly do not recognize their strengths and weaknesses. It is thus, the responsibility of HRD managers to continuously monitor the employees at work and provide them necessary feedback about their strengths and their weaknesses, so that the information is used for guidance in improving performance capabilities.

The researcher used five items in the questionnaire to measure the existing mechanism of feedback and counselling in various sample selected hospitals of Kashmir. The results reveal (See table 4 in the Appendix) that all five of them maintained a satisfactory level of above fifty per cent. The mean score for item-01 (People in this organization are helpful to each other,  $m = 3.74$ ), item-03 (When seniors delegate authority, the juniors use it as an opportunity for development,  $m = 3.61$ ), and, item-04 (When behaviour feedback is given to employees they take it seriously and use it for development,  $m = 3.52$ ) are found above sixty per cent which is excellent. The lowest of the five items is recorded for item-05 (When problems arise, people discuss these problems openly and try to solve them rather than accusing each other behind the back) at 3.10 (52.5%) which is satisfactory. While, item-02 (There is good team-spirit and cooperation in the organization) reported a mean score of 3.33 (58.25) which is good. The overall percentage of feedback and counselling comes out to be 61.5% which is excellent indicating the existence of a sound mechanism of feedback and counselling in the hospitals of Kashmir.

### **Potential Appraisal and Career Development**

Potential appraisal is assessing an employee to identify his courage, calibre and potential to do different jobs or to take-up higher responsibilities within the organization. The potential appraisal and career development aspect of HRD climate in health care institutions of Kashmir has been analysed using five statements in the questionnaire. These five statements cover all essential aspects of potential appraisal and career development and provide a broad assessment of the phenomenon concerned. The table 5 in the appendix presents the item-wise mean scores and standard deviations of all the statements used. Besides, it also gives in percentage terms the existing status of potential appraisal and career development culture at various hospitals of Kashmir.

The results reveal the existence of an excellent atmosphere for potential appraisal and career development in various hospitals of Kashmir. The overall mean score for the dimension is reported at  $m = 3.50$  (62%) which is reasonably good for any organization to have. The highest mean score is recorded for item-04 (Employees sponsored for training take it seriously and try to learn from the programmes they attend,  $m = 4.04$  or 76%). Item-05 (seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take) recorded the next best mean score ( $m = 3.60$  or 65%). The other three statements also maintained the satisfactory levels of percentage of above fifty percent. The statement 03 (Job-rotation in this organization facilitates employee development) reported a mean score of  $m = 3.33$ (58.2%). While, statement 02 (Career opportunities are pointed out to juniors by senior officers in the organization) and statement 03 (People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended) recorded their mean scores at  $m = 3.24$  (56%) and  $m = 3.29$  (57.25) respectively. The results are clearly indicative of the fact that there exist a fairly satisfactory system of potential appraisal and career development in the sample selected hospital of Kashmir.

### **Employee welfare and quality of work life**

The assessment of employee welfare and QWL in hospitals is done using five statements in the questionnaire. These statements enquired about the general climate of work, management support and overall welfare of the employees in their respective work places. The overall mean score for the construct arrived at  $m = 3.12$  (53%) suggesting an average level of employee welfare and QWL in various sample selected hospital of Kashmir and thus, indicating a good deal of scope for improvement. The item-wise mean and percentage score are shown in the table 6 in the appendix.

The statement 02 (The top management believes that human resources are an extremely important resource and that they have to be treated more humanly) secured the highest mean score  $m = 3.63$  (65.75%) for the construct meaning thereby that employees in health care sector of Kashmir are fairly treated. The statement 04 and 05 (The psychological climate in this organization is very conducive to any employee interested in developing himself/herself by acquiring new knowledge and skills,  $m = 3.18$  or 54.5%, This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes,  $m = 3.11$  or 52.7%) both recorded a mean score of more than three suggesting the prevalence of fairly satisfactory general as well as psychological climate for work. However, the lowest mean score is reported for item 01 (The top management in health care goes out of its way to make sure that employees enjoy their work,  $m = 2.75$  or 43.75%) which is indicative of the fact that management is less interested in making employees stay at work comfortable.

### **Organization Development**

Organizational development emphasizes the necessary changes in inter-personnel and inter-group relations for the purpose of bringing the necessary changes in the behavioural pattern and culture in the organization to make it more conducive to the growth of the individual managers (Singh, 2010, Pp: 62). This aspect of HRD climate has been measured using five questions in the questionnaire. These questions provide a wide assessment of the phenomenon concerned. All the questions used were analysed separately. The results reveal the existence of a satisfactory organization development system and to which the above average score of mean ( $m = 3.21$ ) or percentage (55.25%) stands evident (see table 7 in the appendix). The table reports mean score of three or above in every case. The highest mean score  $m = 3.49$  (62.25%) is reported for item-04 (Delegation of authority to encourage juniors to develop and handle higher responsibilities is quite common in this organization), which indicates the existence of a good senior-junior relationship. The next best results are reported for item-02 (Employees in this hospital are not afraid to express or discuss their feelings with their superiors/supervisors or even with colleagues,  $m = 3.26$  or 56.5%). The statement 01 (Development of human resources is considered while framing personal policies) with a mean score  $m = 3.00$  (50%) is reported lowest of all. Statement 03 (When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him,  $m = 3.21$  or 55.25%) and statement 05 (Weaknesses of employees are communicated to them in a non-threatening way,  $m = 3.09$  or 52.55) also

secured above par mean scores. The overall mean score of the organization development construct comes out to be 3.21(55.25), which indicate the existence of a desirable system of organization development, however, with a large scope for improvement.

### **Training and development**

Training and development is one of the most important aspects of human resource development. It involves the process of imparting with the new and the existing employees the necessary skills and knowledge required to perform a specific task in an effective and efficient manner. The main purpose of training is to bridge the gap between job requirements and present competence of an employee. Training is essential to improve organizational climate, to help a company fulfil its future personnel needs or existing personnel alterations, to improve productivity, quality and company profits (Singh, 2010, Pp: 45).

This construct is assessed using five exploratory statements in the questionnaire covering all the facets of training and development. The overall mean score of the construct arrived at  $m = 3.19$  or (54.75%) which appears to be above average and thus indicative of the fact that the hospitals in Kashmir do provide training and development avenues to its workforce to enhance their compatibility with the changing trends of environment. However, there is enough scope for further improvement. The table 8 in the appendix provides the item-wise mean score, standard deviations and percentage scores of all the scale items measuring training and development dimension of HRD climate in the hospitals of Kashmir. The table reports the highest individual mean score for item-02 (Employees returning from training programmes are given opportunities to try out what they have learnt,  $m = 3.66$  or 66.5%) which indicates a supportive environment for employees to try out new things while at work. The next best mean score is reported for item-03 (Employees are sponsored for training programmes on the basis of genuine training needs,  $m = 3.46$  or 61.5%). The lowest mean score is reported for item-05 (The top management of this organization makes efforts to identify and utilize the potential of the employees,  $m = 2.88$  or 47%) thus, demanding focus from the management for improvement. Item-01 and item-04 (Employees in this health-care unit are encouraged to experiment with new methods and try out creative ideas,  $m = 2.98$  or 49.5%; Specific training programmes are organized by hospital authorities on regular basis,  $m = 2.98$  or 49.5%) have reported equal mean scores which is slightly below par and indicates lack of commitment on the part of management to encourage employees for innovation and in arranging necessary training programmes for the development of employees in hospitals.

### **Job Satisfaction of Health-care employees in Kashmir**

The study used Mason's (1995) ten item index covering various facets of Job satisfaction which includes: job interest, feedback from agents, comparable worth and pay, co-workers, external equity and pay, supervision, performance evaluation, fair treatment, overall job satisfaction, and, company satisfaction. The mean score of all the ten variables have been calculated to arrive at the degree of job satisfaction of employees in hospitals of Kashmir (see table 10 in the appendix). The overall mean score arrived at  $m = 3.47$  or 61% which indicates the presence of a fairly satisfied workforce in sampled hospitals. While, examining the individual mean scores, employees have been found satisfied with the fact that similar jobs are equally paid in their organizations (Q3; My pay compares fairly with the pay of people doing similar work in this organization,  $m = 4.00$  or 75%) as well as in other organization (Q5; My pay compares fairly with the pay of people doing similar work in other organizations,  $m = 3.29$  or 57%). Sixty per cent of employees believe that the work they do is challenging and understand how their performance is judged (Q1; My job provides a chance to do challenging and interesting work,  $m = 3.42$  or 60%), Q7; I have a clear understanding of how my performance is judged ( $m = 3.42$  or 60%). While, most of the employees look satisfied with their superiors at work (Q2; My superior gives me the information I need to do a good job,  $m = 3.25$  or 56%) and (Q6; My supervisor shows me respect as an individual,  $m = 3.39$  or 59%). The employees in health care are seen feeling good about their jobs and the hospitals they work in (Q8; My organization takes employee interests/concerns into account in making important decisions ( $m = 3.50$ , or 63%), Q9; I feel good about my job—the kind of work I do, ( $m = 3.53$  or 63%), Q10; Overall, my organization is a good place to work, ( $m = 3.45$  or 61%).

### **Impact of HRD climate on Job Satisfaction**

Using correlation analysis, the researcher examined the relationship between variables. The results indicate positive associations between variables under study (see table 11 in the appendix). It is observed that significantly positive correlations exist between various independent variables (Performance appraisal & reward system, Feedback & Counselling Potential appraisal & Career development, Employee welfare & OWL, Organization development and, Training & development) and dependent variable (Job Satisfaction). Training and development is least related to job satisfaction ( $r = 0.446$ ,  $p < .01$ ), while highest correlation coefficient ( $r = 0.812$ ,  $p < .01$ ) has been recorded for 'feedback and counselling' and 'organizational performance'. Positive correlations have also been reported for 'potential appraisal and career development' and 'job satisfaction' ( $r =$

0.726,  $p < .01$ ) and between ‘employee welfare and QWL’ and ‘job satisfaction’ ( $r = 0.570$ ,  $p < .01$ ). While ‘performance appraisal and reward’ ( $r = 0.671$ ,  $p < .01$ ) and ‘organization development’ ( $r = 0.446$ ,  $p < .01$ ) also have positive relations with job satisfaction. Apart from this significant positive correlations have been found between various independent variables under study.

The results of multiple regression analysis based on independent variables (performance appraisal and reward, feedback and counselling, potential appraisal and career and development, employee welfare and QWL, organization development, and, training and development) are presented in table below. The overall model fit for regression equation was determined by F statistics. The model indicates positive and statistically significant relationship. The results reveal that 73 percent of variation in dependent variable (Job Satisfaction) is explained by independent variables. Thus, resulting in the rejection of our assumption that HRD climate and its components does not influence job satisfaction of employees.

In order to estimate the relative importance of each HRD variable influencing Job satisfaction of employees in hospitals, standardised coefficients have been examined. It is observed that all six HRD variables have statistically significant effects on job satisfaction. The most influential variable is feedback and counselling ( $\beta = 0.401$ ), and the next is organization development ( $\beta = 0.351$ ), while performance appraisal and reward ( $\beta = 0.338$ ), and employee welfare and QWL ( $\beta = 0.206$ ) also show positive influences on the job satisfaction of employees. The findings also indicate that potential appraisal and career development ( $\beta = 0.278$ ), and training and development ( $\beta = -0.225$ ) significantly contribute towards job satisfaction. Thus, feedback and counselling is the powerful predictor of job satisfaction in sample studied hospitals. This study clarifies the effect of HRD climate and its components on job satisfaction. Performance appraisal and reward, feedback and counselling, potential appraisal and career development, employee welfare and QWL, organization development, and, training and development all influence Job satisfaction. The present results can be compared with previous research findings.

**Predicting Job Satisfaction**

<b>Human Resource Development Climate Variables</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>
Constant	1.105	10.679	0.000
Performance Appraisal and Reward	0.338	7.680	0.000
Feedback and Counselling	0.401	8.427	0.000
Potential Appraisal and Career Development	0.278	4.775	0.000
Employee Welfare and QWL	0.206	5.068	0.000
Organization Development	0.351	7.857	0.000
Training and Development	-0.225	-4.329	0.000
<b>R<sup>2</sup></b>	<b>0.734</b>		
<b>Adjusted R<sup>2</sup></b>	<b>0.728</b>		
<b>F Value</b>	<b>118.57</b>		

Source; *SPSS 20 Output*

## II. Conclusion And Recommendations

The prime concern of this study has been to study job satisfaction levels of the employees in relation to the existing HRD climate of the organizations. The study explored the HRD status of all the ten sampled district hospitals of Kashmir and examined the levels of job satisfaction of employees working in these hospitals to verify whether there is any relationship between the two. The study clarifies the effects of HRD climate and its components on Job satisfaction. All the components of HRD climate (performance appraisal and reward, feedback and counselling, potential appraisal and career development, employee welfare and QWL, organization development, and, training and development) have been found influencing job satisfaction. The results of this study have been found partially consistent with many of the earlier researches (Solkhe & Chowdahary, 2011; Patterson M. G. et.al., 2005; Georgellis & Lange, 2007; George & Jones, 2008). For instance, this study confirms that Job satisfaction will be improved by advancing HRD climate thus it supports the findings of Solkhe & Chowdahary (2011) and Patterson M. G. et.al. (2005) that organizational climate and job satisfaction are positively associated. The study demonstrates that training and development is related to job satisfaction. Thus, it supports the view that participation in training enhances employee’s job satisfaction (Georgellis & Lange, 2007). The study also shows positive relationship between organization development interventions and job satisfaction. Therefore, it supports the results of George & Jones (2008).

Apart from the above the researcher finds the existence of a good HRD climate and a fairly satisfied workforce in health-care sector of Kashmir. The employees in general showed a favourable attitude towards developmental policies being in practice in sample studied hospitals and look contentious towards their work and the organization as a whole. However the results indicate substantial scope for improvement in the existing HRD structure of hospitals as well as various factors affecting job satisfaction. It is recommended that in order to further strengthen the job related behaviours of employees for better and efficient performance, hospital authorities should patch out and

focus on the areas that dissatisfy employees in health-care. In that direction, this study observed the following few grey areas requiring concern;

1. Most of the employees have shown disagreement with the reward system in hospitals and have complained that good performances are not fairly acknowledged and rewarded (see item 04 in table 3).
2. The top management in health-care have been found doing usual things and are less concerned about how to make employees stay at work more joyous and comfortable (see item 01 and 03 in table 6).
3. The overall training and development culture is found above par however, employees are seen dissatisfied with the efforts been made to identify, upgrade and utilize the potential of employees in hospitals (see item 05 in table 8).
4. So far as the remunerations in health care are concerned most of the employees (75% of them) think that their pay fairly compares with the pay of people doing similar kind of work in their organizations (see Q3 in table 10). However, only 57 percent of employees believe that their pay fairly compares with the pay of people doing similar job in other organizations (see Q5 in table 10).

At the outset it is important to mention that the study observed the HRD climate of health care institutions of Kashmir and the job satisfaction of employees working in such institutions. The focus of this study has been employees of various district-level hospitals only. Since organizations differ in the extent to which they secure HRD climate, it is preferable not to generalize the findings of this study to other sectors. However, the findings of this study may prove to be directional for other health-care institutions of Kashmir.

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**Appendix-A**

**Table- 2: Factors loadings of scale items measuring HRD climate in Hos pitals of Kashmir**

Items	Variables	Loadings
<b>FACTOR- 01: PERFORMANCE APPRAISAL AND REWARD (<math>\alpha = 0.814</math>)</b>		
Q14	The organization's future plans are made known to the senior staff to help them develop their juniors and prepare them for future.	0.566
Q15	Promotion decisions are based on the suitability of the promotee rather than on favouritism.	0.609
Q21	When an employee does good work his supervising officers take special care to appreciate it.	0.769
Q22	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	0.725
Q24	Performance appraisal reports in this health-care unit are based on objective assessment and adequate information and not on any favouritism.	0.457
<b>FACTOR- 02: FEEDBACK AND COUNSELLING (<math>\alpha = 0.870</math>)</b>		
Q08	People in this organization are helpful to each other.	0.816
Q12	There is good team-spirit and cooperation in the organization.	0.762
Q27	When seniors delegate authority, the juniors use it as an opportunity for development.	0.707
Q29	When behaviour feedback is given to employees they take it seriously and use it for development.	0.641
Q30	When problems arise, people discuss these problems openly and try to solve them rather than accusing each other behind the back.	0.560
<b>FACTOR- 03: POTENTIAL APPRAISAL AND CAREER DEVELOPMENT (<math>\alpha = 0.815</math>)</b>		
Q07	Job-rotation in this organization facilitates employee development.	0.361
Q13	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	0.502
Q16	Employees sponsored for training take it seriously and try to learn from the programmes they attend.	0.701
Q17	Career opportunities are pointed out to juniors by senior officers in the organization.	0.684
Q25	Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take.	0.434
<b>FACTOR- 04: EMPLOYEE WELFARE AND QWL (<math>\alpha = 0.805</math>)</b>		
Q01	The top management in health care goes out of its way to make sure that employees enjoy their work.	.712
Q02	The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.	.565
Q03	The top management in health-care is willing to invest a considerable part of their time and other resources to ensure the development of employees.	.720
Q04	The psychological climate in this organization is very conducive to any employee interested in developing himself/herself by acquiring new knowledge and skills.	.629
Q06	This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	.635
<b>FACTOR- 05: ORGANIZATION DEVELOPMENT (<math>\alpha = 0.783</math>)</b>		
Q05	Employees in this hospital are not afraid to express or discuss their feelings with their superiors/supervisors or even with colleagues.	0.654
Q09	When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him.	0.711
Q11	Development of human resources is considered while framing personal policies.	0.422
Q26	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quite common in this organization.	0.462
Q28	Weaknesses of employees are communicated to them in a non-threatening way.	0.681

<b>FACTOR- 06: TRAINING AND DEVELOPMENT (<math>\alpha = 0.822</math>)</b>		
Q10	Employees in this health-care unit are encouraged to experiment with new methods and try out creative ideas.	0.584
Q18	Employees returning from training programmes are given opportunities to try out what they have learnt.	0.767
Q19	Employees are sponsored for training programmes on the basis of genuine training needs.	0.458
Q20	Specific training programmes are organized by hospital authorities on regular basis.	0.476
Q23	The top management of this organization makes efforts to identify and utilize the potential of the employees.	0.529

Extracted Factor loadings after Varimax Rotation

**Table 3: Existing status of Performance Appraisal and Reward in the sampled hospitals**

S.No	Statements	Mean	S.D	%age
01	The organization's future plans are made known to the senior staff to help them develop their juniors and prepare them for future.	3.21	1.255	55.2
02	Promotion decisions are based on the suitability of the promotee rather than on favouritism.	3.11	1.205	52.7
03	When an employee does good work his supervising officers take special care to appreciate it.	3.20	1.217	55.0
04	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	2.63	1.177	40.7
05	Performance appraisal reports in this health-care unit are based on objective assessment and adequate information and not on any favouritism.	3.20	1.101	55.0
<b>Performance Appraisal and Reward (Valid N =265)</b>		<b>3.0687</b>	<b>.90300</b>	<b>51.5</b>

Source: Survey

**Table 4 - Existing status of Feedback and Counselling in the sampled hospitals**

S.No	Statements	Mean	S.D	%age
01	People in this organization are helpful to each other.	3.74	1.199	68.5
02	There is good team-spirit and cooperation in the organization.	3.33	1.223	58.2
03	When seniors delegate authority, the juniors use it as an opportunity for development.	3.61	1.103	65.2
04	When behaviour feedback is given to employees they take it seriously and use it for development.	3.52	1.111	63.0
05	When problems arise, people discuss these problems openly and try to solve them rather than accusing each other behind the back.	3.10	1.319	52.5
<b>Feedback and Counselling (Valid N=265)</b>		<b>3.4604</b>	<b>.96765</b>	<b>61.5</b>

Source: Survey

**Table 5 - Existing status of Potential Appraisal and Career Development in the sampled hospitals**

S.No	Statements	Mean	S.D	%age
01	Job-rotation in this organization facilitates employee development.	3.33	1.259	58
02	Career opportunities are pointed out to juniors by senior officers in the organization.	3.24	1.318	56
03	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	3.29	1.021	57
04	Employees sponsored for training take it seriously and try to learn from the programmes they attend.	4.04	0.870	76
05	Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take.	3.60	1.230	65
<b>Potential Appraisal and Career Development (Valid N =265)</b>		<b>3.5004</b>	<b>.87284</b>	<b>62</b>

Source: Survey

**Table 6 - Existing status of Employee Welfare and QWL in the sampled hospitals**

S.No	Statements	Mean	S.D	%age
01	The top management in health care goes out of its way to make sure that employees enjoy their work.	2.75	1.340	43.7
02	The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.	3.63	1.296	65.7
03	The top management in health-care is willing to invest a considerable part of their time and other resources to ensure the development of employees.	2.97	1.264	49.2
04	The psychological climate in this organization is very conducive to any employee interested in developing himself/herself by acquiring new knowledge and skills.	3.18	1.236	54.5
05	This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	3.11	1.309	52.7
<b>Employee Welfare and QWL (Valid N =265)</b>		<b>3.1283</b>	<b>.96648</b>	<b>53.0</b>

Source: Survey

**Table: 7 - Existing status Organization Development in the sampled hospitals**

S.No	Statements	Mean	S.D	%age
01	Development of human resources is considered while framing personal policies.	3.00	1.048	50.0
02	Employees in this hospital are not afraid to express or discuss their feelings with their superiors/supervisors or even with colleagues.	3.26	1.386	56.5
03	When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him.	3.21	1.392	55.2
04	Delegation of authority to encourage juniorsto develop and handle higher responsibilities is quite common in this organization.	3.49	1.225	62.2
05	Weaknesses of employees are communicated to them in a non-threatening way.	3.09	1.166	52.2
<b>Organization Development (Valid N =265)</b>		<b>3.2113</b>	<b>.91520</b>	<b>55.2</b>

Source: Survey

**Table: 8 - Existing status of Training and Development in the sampled hospitals**

S.No	Statements	Mean	S.D	%age
01	Employees in this health-care unit are encouraged to experiment with new methods and try out creative ideas.	2.98	1.215	49.5
02	Employees returning from training programmes are given opportunities to try out what they have learnt.	3.66	0.991	66.5
03	Employees are sponsored for training programmes on the basis of genuine training needs.	3.46	1.055	61.5
04	Specific training programmes are organized by hospital authorities on regular basis.	2.98	1.251	49.5
05	The top management of this organization makes efforts to identify and utilize the potential of the employees.	2.88	1.136	47.0
<b>Training and Development (Valid N =265)</b>		<b>3.1932</b>	<b>.86626</b>	<b>54.7</b>

Source: Survey

**Table 9: Overall HRD climate in sampled Hospitals of Kashmir ( $\alpha = 0.942$ )**

S. No.	HRD climate Dimensions	Mean	Std. Deviation	%age
01	Performance Appraisal and Reward	3.06	0.903	51.5
02	Feedback and Counselling	3.46	0.967	61.5
03	Potential Appraisal and Career Development	3.50	0.872	62.0
04	Employee Welfare and QWL	3.12	0.966	53.0
05	Organization Development	3.21	0.915	55.2
06	Training and Development	3.19	0.866	54.7
<b>Overall HRDClimate (Valid N =265)</b>		<b>3.26</b>	<b>0.736</b>	<b>56.5</b>

Source; SPSS 20 Output

**Table 10: Overall Job Satisfaction of employees in sample Hospitals**

S. No.	JobSatisfaction variables	Mean	S.D.	%age
Q1	My job provides a chance to do challenging and interesting work	3.42	1.14	60
Q2	My superior gives me the information I need to do a good job	3.25	0.97	56
Q3	My pay compares fairly with the pay of people doing similar work in this organization	4.00	0.91	75
Q5	My pay compares fairly with the pay of people doing similar work in other organizations	3.29	1.38	57
Q6	My supervisor shows me respect as an individual	3.39	1.21	59
Q7	I have a clear understanding of how my performance is judged	3.42	1.02	60
Q8	My organization takes employee interest/s/concerns into account in making important decisions	3.50	1.04	63
Q9	I feel good about my job—the kind of work I do	3.53	0.98	63
Q10	Overall, my organization is a good place to work	3.45	1.11	61
<b>Overall JobSatisfaction (Valid N =265)</b>		<b>3.47</b>	<b>0.68</b>	<b>61</b>

Source; SPSS 20 Output

**Table 11: Correlation Matrix**

VARIABLES		01	02	03	04	05	06	07
Performance Appraisal and Rewards	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	265						
Feedback and Counselling	Pearson Correlation	0.604**	1					
	Sig. (2-tailed)	0.000						
	N	265	265					
Potential Appraisal and Career Development	Pearson Correlation	0.721**	0.703**	1				
	Sig. (2-tailed)	0.000	0.000					
	N	265	265	265				
Employee Welfare and QWL	Pearson Correlation	0.469**	0.477**	0.600**	1			
	Sig. (2-tailed)	0.000	0.000	0.000				
	N	265	265	265	265			
Organizational Development	Pearson Correlation	0.595**	0.583**	.618**	0.347**	1		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000			
	N	265	265	265	265	265		

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Training and Development	Pearson Correlation	0.761**	0.558**	0.650**	0.433**	0.593**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		
	N	265	265	265	265	265	265	
Job Satisfaction	Pearson Correlation	0.501**	.0712**	0.665**	0.565**	0.660**	0.397**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
	N	265	265	265	265	265	265	265

**Source:** SPSS 20 Output      \*\*. Correlation is significant at the 0.01 level (2-tailed).