



## Factors influencing training requirements in hospitals: an integrative literature perspectives

### Factores que influyen en los requisitos de capacitación en los hospitales: una perspectiva de literatura integrativa

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(Recibido/received: 25-mayo-2023; aceptado/accepted: 25-julio-2023)

#### ABSTRACT

Training is not a new phenomenon and trend, but it requires continuous efforts and developments due to the dynamic change in our society. Gaps will remain if training and development programs not developed timely. Present study is the combination of Gulf and other world studies about the training and development programs to highlight the importance of training and development programs, and why it is so necessary. Contemporary study then suggests the conceptual study framework and assumed the hypotheses. In the conceptual framework, it is basically shown that there is influence of training and development programs. Some influence internally, whereas some impacts are externally. And finally it has impact on the overall organization performance.

**Keywords:** Training and development, Organizations, Health Administration.

#### RESUMEN

La formación no es un fenómeno y tendencia nueva, sino que requiere de continuos esfuerzos y desarrollos debido a la dinámica de cambio de nuestra sociedad. Las brechas permanecerán si los programas de capacitación y desarrollo no se desarrollan a tiempo. El presente estudio es la combinación de estudios del Golfo y otros estudios mundiales sobre los programas de capacitación y desarrollo para resaltar la importancia de los programas de capacitación y desarrollo, y por qué son tan necesarios. El estudio contemporáneo sugiere entonces el marco de estudio conceptual y asume las hipótesis. En el marco conceptual básicamente se muestra que hay influencia de los programas de formación y desarrollo. Algunos influyen internamente, mientras que algunos impactos son externos. Y finalmente tiene un impacto en el desempeño general de la organización.

**Palabras claves:** Formación y desarrollo, Organizaciones, Administración Sanitaria.

## 1- INTRODUCTION

Training has grown in importance and is one of the causes for the expansion of human resources. As a result, establishing, updating, and simplifying work processes and procedures has become an essential concern in all public and commercial services and manufacturing areas. (Allaqi,1999) listed a number of definitions for training, the most important of which is that training is "the organized process by which employees' behavior and feelings are changed and modified in order to improve their effectiveness and performance between the employee's characteristics and capabilities and the requirements of the job." He also characterized it as "a planned, structured, and controlled action aimed at increasing, raising, and improving work performance." He also described planning as "the systematic technique through which people might learn a new skill or information that will assist them in achieving certain objectives. (Alaqi, 1999), and all preceding definitions imply that training focuses on gaining new information and skills or changing an individual's behavior and increasing his performance at work in order to fulfill the administrative organization's goals.

According to Al-Taani (2002) "the significance of training rises throughout service in the contemporary day until it has become an urgent requirement, owing to the quick growth in all disciplines and professions, which demands people to keep pace with this rapid development, since this rapid development places the person in front of new duties, numerous tasks, and many burdens that must be completed." He fulfills his functional tasks successfully in order to be a good and productive member of his community (Al-Taani, 2002), while Suhaila says that the significance of training emerges efficiently by obtaining advantages for employees, the most significant of which are as follows (Suhaila, 2003): Assist them in better understanding the organization and clarifying their duties within it.

### 1.2. Assisting and resolving workplace issues

Foster employee motivation for success and provide opportunity for growth and development. Assisting them in reducing stress brought on by a lack of information, competence, or both. Contribute to the development of employees' self-management and welfare competencies. With the fast technological advancements and adjustments in working circumstances, companies have a difficulty in providing extra training and development opportunities without increasing additional funds. "The interest in human resources is one of the four core duties required for the survival of every successful commercial organization," (Barnouti, 2001) noted, referring to the significance of the human element in administrative work in general.

In terms of workforce and its growth, this is accomplished via general training. Even though training is a constant process comprised of a variety of interrelated stages, and the foundation upon which all phases of coaching are constructed is the accurate recognition of training requirements, and training programmes portray the basic framework of any training tasks, as it is the true beginning in the series of episodes that comprise the training process. However, the most essential scientific methodologies for identifying training requirements are restricted to three basic strategies, Organizational analysis, Performance appraisal, and Individual analysis (Aqlan, 1997). As a result, the researcher attempts in this study to concentrate on the issues encountered by public hospitals in the governorates of the Riyadh.

### 1.3. Problem statement

Identifying the training requirements of any public or private organizational establishment is important and challenging for certain companies, since some sectors may consider it complicated to assess their requirements and accomplish their training objectives over a specified future time, which may be the consequence of certain reasons, problems, and barriers. This research aims to determine requirements,

strategies, training standards, and the obstacles that prevent progress, as the pursuit of developing and training human resources and trying to improve them has become a top priority for many senior managements as a result of the rapid technological advancements in many industries.

#### 1.4. Objective of the study

Objective of the present study is to examining the role of organizational situation analysis in defining the training requirements of the aforementioned hospitals. To examining the role of the hospital task analysis approach in identifying training requirements in the hospitals under consideration. To examining the function of using the technique of assessing the performance of people in establishing the training requirements of the hospitals under consideration.

#### 1.5. Significance of the study

The significance of the study relies on the relevance of utilizing scientific techniques to assess training requirements, since defining training needs constitutes one of the most significant and vital concerns for any company before beginning any training process since it is a highly acknowledged at addressing the disparity present in the performance standard by giving the person with a particular set of skills and information required to make him competent and motivated. To fulfill the responsibilities of his present position or to attain a greater position in the future.

Moreover, the significance of this study resides in its provision of two anticipated benefits:

- The academic scientific significance of what is anticipated to be contributed to knowledge via the application of theories to identify the training requirements in the area of hospital services.
- Importance from a practical standpoint, since the study is anticipated to aid decision-makers in human resource management and training in the health industry in general.

#### 1.6. Terminology

*Training:* Training is a key source for training human cadres to enhance their competence, which will have a good impact on the institution's performance development in all of its many facets. Training is the primary cause for the success of any activity, discovery, or service; it explains the advancement or regression of any civilization; it is accountable for the success of any organization or society, and it is also responsible for their failure." (Al-Taani 2002).

*Human resource planning:* Human resource planning is an effort to identify the requirements of an organization's personnel over a certain time period, which is the planning period. Human resource planning include identifying the needed number and kind of employees throughout the planning phase (Maher, 2002).

*Training requirements:* Training requirements are the changes and perceptions that must be brought about in the employees' information, experience, and knowledge, as well as their competence, abilities, and attitudes, in order for them to be able to do their task to the maximum extent possible (Mustafa, 2005).

*Obstacles:* Obstacles are local, regional, or global environmental developments, changes, challenges, or impediments (Fathi, 2005).

## 2. LITERATURE REVIEW

Previous researches are a significant resource for academics and researchers together, as they assist them establish academic foundations on the subject of their investigations and studies, and they profit from

examining them in understanding the areas these studies have not previously addressed, or that there is a paucity or dearth of studies that dealt with these topics. The researcher will be restricted to latest researches only, and these articles will be examined in sequential manner as follows:

### 2.1. Al-najjar study (2011)

In 2011, Al-Najjar published a research titled "Training Programs and Their Effect on the Performance of the Palestinian Ministry of Education's Workers". The purpose of the study was to determine the validity of the training programs assuming their components were recognized, including identifying training requirements, choosing trainees, selecting trainers, and developing and monitoring training programs. The following were the study's most significant findings: The five components of the training process were placed in the following order of importance: establishing the training requirements, planning the training programs, evaluating the training process, choosing the trainers, and lastly selecting the learners (Al-Najjar, 2011).

### 2.2. Al-modamegh study (2008)

In 2008, Al-Modamegh performed a study titled "Identifying Training Requirements, Criteria, and Obstacles," which was an exploratory study for managers at the Ministry of Water and Electricity in Riyadh. The research revealed that the most significant variables for establishing training requirements are the jobs that the employee actually performs, the employee's dedication to rules and laws, the employee's capacity to develop and innovate, the employee's desire to train, and the employee's degree of expertise. The survey also revealed that the employee uses what he learned in the training. Workplace training, in addition to the presence of a training plan for new workers, indicates that there is a link between recognizing training requirements and career path planning (Al-Modamegh, 2008).

### 2.3. Al-enezi study (2008)

Al-Enezi conducted research at the Border Guard Institute titled Assessment of public and private training programs. The research sought to ascertain the reality of the Border Guard Institute's training programs, as well as the strengths and shortcomings of the training programs developed for them, as well as the degree of dedication to the parts of the training programs. The survey also sought to identify the challenges they face. Participants in educational programs One of the most important findings of the study is that there is a lack of interest in determining the training needs at the Border Guard Institute, and that the programs contribute to providing the trainees with knowledge and skills, as well as trends, and that officials are interested in the importance of permanent evaluation of the training programs to learn about Strengths and weaknesses (Al-Anazi, 2008).

### 2.4. Al-otaibi study (2007)

Al-Otaibi conducted a study entitled "The Efficacy of Training in Developing the Skills of Security Control." The objective of this study was to assess the effectiveness of training in developing the unique skills of individuals in charge of security control as well as to identify the barriers that hinder the training process's effectiveness. The researcher used a descriptive and analytical approach. One of the most significant recommendations provided by the research is the involvement of leaders in the Kingdom of Saudi Arabia in training via the construction of numerous specialized institutions, as well as the fact that training is an effective method of developing unique skills and increasing individual efficiency To accomplish successful training, training should be based on an effective foundation and scientific underpinnings, including assessing training requirements, developing suitable programs, and selecting relevant trainers (Al-Otaibi, 2007).

## 2.5. Al-fouta study (2002)

The objective of Al-Fouta's study, titled "The Reality of Identifying Training Requirements in Government Agencies in the Kingdom of Saudi Arabia," was to determine the actuality of determining the requirement for training in government agencies. The researcher came to many findings, the most significant one being the lack of a thorough and straightforward strategic plan to assess the training requirements in government agencies, so the training requirements are not defined according to scientific techniques and procedures including the method of evaluating the organization, the work, and the individual, instead doing so in a randomized, incorrect, or accurate manner. Several government agencies frequently fail to identify their training requirements. Several training administrators in government agencies and the Institute of Administration believe that work intentions and programs in departments, reports of achievement schedules for workers, objectives and future regulations of government agencies, the activities ascribed to the employee, and the characteristics of his job are essential for establishing training requirements in government agencies (Al-Fouta, 2002).

## 2.6. Al-shutteri study (2004)

The Al-Shutteri research aims to determine the viability of techniques for identifying training requirements in the security services by applying them to the Public Security Training City in Riyadh, as well as the degree of the difference in trainees', trainers', and training authorities' assessment for the effectiveness of identifying training requirements based on their demographic features. There is agreement among all participants of the sample population in assessing the significance of most techniques for recognizing training requirements, and that training requirements are recognized at all thresholds. The most influential challenges in the security services that hinder the efficiency of recognizing training requirements are managers' lack of confidence with employees' involvement in defining their training requirements and depending only on senior management. When determining their training requirements and relying on senior executives solely to do so, the managers does not endorse the method for determining training requirements, the insufficient detail in training guidelines, or the employee training regarding how to ascertain their training requirements. The superiors are also not persuaded of the significance of detecting training requirements in the security services and the dearth of a clear description of outstanding achievement (Al-Shutter, 2004).

## 2.7. Al-bashiti study (2004)

Additionally, the Al-Bashiti research aims to determine the training requirements of administrators of civil community groups operating in the area of non-formal training throughout Gaza's governorates. Important training requirements for administrators of non-governmental civil society organizations were examined in the study's training requirements survey (Al-Bashiti, 2004).

# 3. LITERATURE REVIEW (GLOBAL PERSPECTIVES)

## 3.1. Gerhild et al. (2010)

Gerhild published a research entitled "Planning Training Requirements for Practitioners". The research aims to investigate the training needs of general practitioners and nurses in health care in order to define the training requirements. The research produced data, the most notable of which are that 30% of general practitioners choose evening sessions and weekend seminars for training. Although nurses prefer one-day sessions, 88% say that training improves their capacity to interact with patients and develops their

knowledge and capacities in terms of how to conduct their profession. Benefiting from these initiatives (Gerhild et al., 2010).

### 3.2. Gary study (2009)

Gary published a research entitled "Characteristics of Pediatric Training Programs". The purpose of the research was to assess the training objectives and outcomes are: pediatric training programs have two separate tracks, clinical care and academic specialization. The majority of training programs are conducted in response to service requirements and offer advanced training in the area of clinical patient care, as well as the stated program goals, which are identical to the training material (Gary. L. Freed, 2009).

### 3.3. Dawson and Balla (2005)

In the research by Balla and Dawson titled "A Contemporary Perspective of Care Worker Training." The Ministry of Health planned to create a strategic training strategy to teach health professionals and nurses in rural hospitals in order to lower the prevalence of malaria. The study's most noteworthy findings were that nurses felt more confidence after completing the training program and have improved their capacity to deal with infection situations. According to the findings of the research, some nurses were reluctant to improve their information technology abilities for fear of jeopardizing their job security. It demonstrated some nurses' willingness to make changes to the training curriculum, including certain training activities (Wilson and Balla, 2005).

### 3.4. Edbert et al., (2004)

The research by Edbert et al., "Training of Hospital Staff to Confront "Major Youth Injuries," sought to evaluate the efficacy of training programs to tackle big accidents that result in numerous injuries. And that the hospital training programs were helpful in raising the level of hospital employees in coping with catastrophic incidents (Edbert B. Hsu et al., 2004).

### 3.5. Jeannette & Nicola (2002)

The research "Training Needs on Technology Information for Health Care Doctors in Britain" by Jeannette and Nicola aims to establish the training needs of physicians in primary health care on health information technology in order to define the requirements for their training. The majority of them are reviewing medical test findings and preparing medical reports. The older physicians were more aware of the significance of health information technology. The research revealed the necessity for physicians to get training in particular software tools, namely spreadsheet programs and databases) (Nicola, 2002).

### 3.6. Eighteen (1999)

Furthermore, eighteen study intended to analyze the training requirements for information technology training using an automated tool named (2000TNA) for evaluating information technology training needs. This tool is used to determine the training goals for each organization, job, and person. This tool was tested on forty members of the human resources staff at an English firm, who praised the tool's accuracy (the least time). We must not purchase new technology that we will be unable to use because our personnel are unable to use it. As a result, using the IT Training Needs Analysis Tool (2000TNA) gives timely answers at the lowest possible cost (Eighteen, 1999).

### 3.7. Wiechert (1997)

Wiechert's research focused on figuring out how to establish training requirements in a federal government institution in the United States of America following a decision to reframe it and decrease the number of its employees from 2200 to 1500, as well as to hire modern technological methods in the area of computers and communication systems. The organization recognized that people did lack an evident understanding of the process of identifying training requirements, and this researcher reported that senior management values and endorses the method for determining training requirements, would not interfere adversely in this method, and is dedicated to the outcomes of the method for determining training requirements in figuring out the type of the training needed for its employees. Nevertheless, there are human and organizational variables that have hampered the execution of the method for determining training requirements. These variables include the existing organisational framework, the prevalent organisation characteristics, and failing to prioritize training when allocating available materials to the numerous activities of institutions (Wiechert, 1997).

#### 4. DEVELOPMENT OF HYPOTHESES

Influence training factors and internal factors

*Factors Related to Designing Training Programs:* as per the model prescribed in this study, several factors are studied with the help of survey and resolves obtained from them. The identification of the survey was done with the help of the influence of the training factors and internal factors. The initial study is to identify these factors which impact the internal factors. Based on the details for the identification of several factors in this regard, the common internal factors represented below are expected to influence the training factors for the hospital staff. The identified factors are described as below:

*Planning and Training Need Identification:* one of the most important factors which is responsible for organizing proper training at the hospital premises is the proper planning and the need for the training. Several identifications are done based on which the planning of the training is commenced at the hospital level. The requirement for imparting knowledge to the staff members or the concerned is indeed one of the most important activities that is performed internally. Several factors are identified with the help with which the need for the training is managed. There are several inputs given by various managerial level employees, and based on their inputs the planning for any training is done for the staff members.

*Communication and Supervisors' Follow-up:* was the training is planned and the identification for the sector in which training is to be conducted is completed, communication with the training administrator and the supervisors begins at the local level. The internal communication results in the acknowledgement from the supervisor and the training Administration. Once both parties complete all the formalities and the requirements needed for successful implementation of the training, the commencement of the training schedule is circulated. Communication between the supervisors and the leadership is followed up at regular intervals of time to make sure that the training is completed as per the requirement.

*Trainees' Selection:* after the acceptance of the proposal for managing the training by the leadership and supervisors, a proper selection is to be made for the participants who are going to take part in the training at internal level. This identification is done based on several factors such as eligible candidate, domain specialization, segmentation of the employees, capabilities, and skills of the worker. The final selected trainees are subjected to undergo the training mechanism for improvement in their skill sets.

*Roles of Training Administrators:* the training administrators are the key elements which are supposed to perform a major role in the commencement of the training for the staff members. These administrators are responsible for proposing and commencing of the complete program for the training depending upon various internal factors. The internal factors such as availability of resources, funds allocation, training equipment, proper training selection and scheduling of the training is done with the help of the training administrators.

*Trainers' Selection:* one of the most important factors that is taken into consideration is the selection of the trainer to conduct the training. The specialized element for managing the entire training and providing the knowledge to the trainees is one of the most important factors which is considered at different levels. The trainer is selected based on the specialization area and expertise level depending on inputs from various managerial and leadership level persons. Once the trainer is decided to conduct the training, the final schedule along with the necessary inputs is circulated. The training Administration is supposed to accept and allocate funds and resources for the conduction of the training at an internal level.

Influence training factors and external factors

Factors Related to Implementation of Training Programs: the implementation of the training program depends upon the availability of resources in a hospital. There are several factors that account for the internal management of the training which influences the coordination and conduction to a larger extent. However, several external factors also contribute towards the smooth conduction of the training. Failure to accept these factors and provide a proper solution is indeed one of the most important parts that is to be considered in this case. The external factors that account for the organizing a training are explained as below:

## 5. METHODS

Training at the organizational level comprises of several means. The conduction of the training can be done in various modes. The organization of the complete program in which the training is conducted, depends entirely upon the method which is used for providing the training to the staff. There are several methods in which involvement of external entities for providing the funds, trainer arrangement, resource availability and equipment arrangement are the special tasks under consideration. The training can be commenced internally or externally depending upon the availability of the resources required. However, there are certain cases in which external agencies are involved to regulate and conduct the training on the premises.

*Barriers to Implementing Training:* there are several factors that can account for low conduction of the training. The hindrances that provide breakers to the training organization can cause several problems. The availability of resources is one of the most important barriers which leads to the hindrance in the training part. The resources include availability of funds, space for the conduction of training, equipment needed to organize the training, availability of proper trainer, scheduling of the training with reference to the duties of the staff members and finally coordinating with several entities to manage the entire training.

*Trainers and Trainees' Complaints:* it is quite likely that during the training several external trainers or entities get involved. While the organization worked for entities which are not from the internal sector it is obvious that the trainer or the training may have several issues and problems. Human behavior and adjustments sometimes fail to manage a large event. In this case the external involvement of the agencies is one of the important factors that is to be considered. A proper contract between the training agency and the organization is indeed required. All the necessary and possible conditions should be taken into consideration before the announcement or scheduling of the training depending upon the various agencies that are contributing their services internally and externally.

Internal factors and organization performance

There are various internal factors which contribute to the performance of the organization of the training. The performance of the events conducted for the training of the staff members is indeed one of the most difficult tasks to complete in this context. Some of the factors that are taken into consideration to manage the organizational performance are stated as below:



*Evaluation of Training Programs:* the proper evaluation of the training program is required whenever the complete tasks are identified, and scheduling is done. The evaluation of the training is not a single step procedure. It comprises of various entities involved and ensures the quality of the training which is organized by the organization. The evaluation of the training program takes place at different levels including the staff members, managers, leadership, external entities, trainers, training, and resource providers from internal as well as external agencies.

*Importance of Training Evaluation:* the most important factor that accounts for the evaluation of the training is to identify the performance of the staff who is undergoing the training. It is probably likely that the evaluation of the staff members is completed but it is also necessary that proper evaluation of the trainer along with the agencies which are involved in the different mechanisms should be taken into consideration. The feedback for all the agencies as well as external resource providers should be done at different levels depending upon the allocation.

*Evaluation Methods:* it is also required that the methods which are used for the training purpose should be evaluated by the stakeholders in the training sessions. The members who are involved in these training courses need not be only trainees, however the evaluation methods implemented at the organizational level relates to the trainer as well. The surveys that are conducted under this study comprises of the evaluation methods for various activities performed during the training sessions. Posted training surveys at different levels are also expected to be conducted to identify the grey areas.

*Equipment used in Training Programs:* not only the identification of issues with the training providers and the members who are taking the training is required. It is also equally important that the equipment used for the training program should be evaluated and issues should be raised related to them. Medical equipment is expensive, and it should be handled with care. However, if the equipment malfunctions, it is indeed required to fix the problems associated with the equipment. The training for staff members should be conducted on equipment which are properly working and in a good state. It is always expected that the equipment will be managed and renovated from time to time. Several factors responsible for equipment handling are as below:

*Availability of Equipment:* one of the most important factors is the availability of acute friends in the organization to provide quality training program. The agencies which are responsible for holding information about the training equipment should proactively work for conduction of training at different levels.

*Maintenance of the Equipment's:* it is indeed required that the equipment should be managed and maintained properly for the smooth conduction of the training parameters. This equipment should be serviced from time to time to make sure that the calibration of the equipment is in a proper shape. The use of equipment during the training should be done with great care and precision.

*Factors Related to Trainees' Expectations:* while undergoing training it is indeed one of the most natural expectations from the training. Several factors need to be identified and answered to manage the expectation of the training during the training:

Availability of training equipment for hands-on practice is indeed required for the training which is undergoing the training process. The process will be completed if the members of the staff get a chance to work with the equipment and learn the proper use of the machines.

Knowledge addition from the trainer is also a factor which contributes to the training mechanism. If the trainer is not at par with the expected level, the trainees will probably not get quality knowledge. This will in return make the training and unsuccessful event.

*Factors Related to Administrative Issues:* there are furthermore issues which are related to the administration

of the entire events conducted for the training of the staff members in the hospital. These issues can range from a higher level to a minor level.

*Planning Training Events:* it is quite possible that the planning of the training events might fail due to an expected tax or endeavors that might turn up. So, in this case it is also required to fix the problems that arise in the coordination of the complete training event.

*Managing Training Events:* the management of the training event including the arrangements and the complete conduction of the process must be taken care of at the administrative level. It is possible that sometimes this admin level might lose an event or a part of the process. So, it is important to handle the training management for the complete process.

*Services to Trainers and Trainees:* several administrative issues can arise between the trainer and the training course undergoing the process for the training is at the organizational level. The Miss conduction or mis-coordination between the two entities might result in the abrupt situations. So, it is expected that proper coordination between the two parties should be done at the Administration level.

## 6. RESULTS

External factors and organization performance

The performance of the organization depends upon several external factors that might be responsible for handling the training programs. Some of these factors are as below:

*Designing Training Programs:* the development of the training program and the designing of the complete schedule for the program should be done in accordance with the standards for a particular country. It is possible that the design of the program might not be in accordance with the standards. It might lead to an embracing situation where the training program is going to fail.

*Implementation of Training Programs:* the performance of the organization depends upon the implementation of the training program. If the process is properly executed and managed, it will lead to the success of the organizational performance.

*Evaluation of Training Programs:* one of the most important factor to measure the performance of the organization is the evaluation of the training program that is conducted by the internal and external entities. These entities can be the Administration, staff members, participating members, resource provider, fund a locator, equipment management, training Administration and the leadership of the hospital as well.

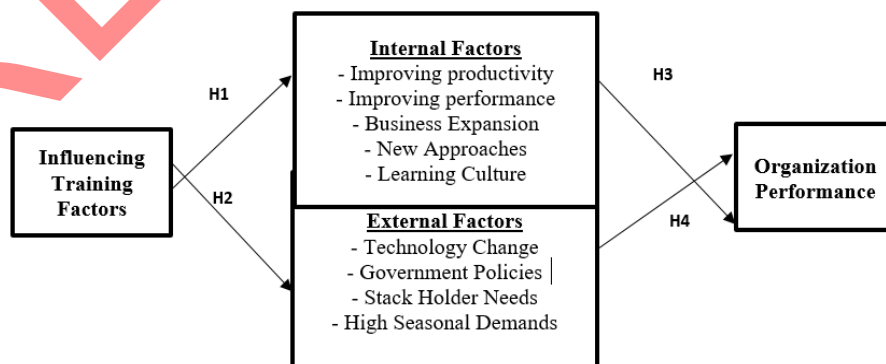


Figure1-Conceptual Study Framework

## 7. DISCUSSION

Successful and great health organizations invest always to train their employees, its due to the fact that this adoption will help them to develop the reputation of the organization. Training basically introduced to develop the skills of employee and also to introduce the innovative technology which should be a core to any organization. Employee training is a continuous process for achieving a great performance which could cause the organizational overall profitability. However, it is important to note for the organizers of the training programs, that training and development programs are not one-size fits all. Different training is conducted for different types and different nature for different employee levels and skills.

## 8. CONCLUSION

Thus, the initial step is to identify the reason for the training of your employee. For this reason, the organizers initially require to evaluate strategically the organization goals and objectives. Next step is to identify the growth areas, once they identified then organization conduct training and development programs.

## 9. LIMITATIONS

Likewise, other studies, this study also find some limitations. Present study was based on concepts, however, future studies can consider the study framework and do the empirical investigations. Study shows that demographics and descriptive could have different results, this study offers to conduct the empirical investigations in different countries. Present study was purely based on health administration perspectives; future studies can consider other organizations.

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