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Impact of Hrm Practices on Job Satisfaction and Performance: An Empirical Study in Health Care Sector

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Abstract: The success of any organization depends on the performance of its human resources. Organizations, particularly the hospitals, are facing increasingly competitive challenges to achieve the organizational goals. In such a scenario, a productive and a satisfied workforce are of crucial importance. There is lack of research on the role of favorable HRM practices in job satisfaction and performance. The primary aim of this study is to examine the relationship of HRM practices with job satisfaction and job performance of the workforce in the health care sector. A sample consisting of 318 respondents was drawn from four private hospitals situated at Bhubaneswar, Odisha. Correlation and structural equation modeling (SEM) were used to test the formulated hypotheses. Findings indicate that favorable HRM practices are positively associated with job satisfaction and job performance. Finally, managerial implications of the study are discussed.

Keywords: HRM Practices, Job Performance, Job Satisfaction, Health Care Sector.

JEL Classification Codes: M540, C390

INTRODUCTION

Human resources are assets for any organization, whether a public or private organization. The success of any organization solely depends on the performance of its human resources. Organizations, particularly the hospitals, today are facing increasingly competitive challenges to achieve the organizational goals. To be successful, a hospital must be able to improve performance by reducing costs, creating new products and processes, enhancing quality and productivity, increasing speed to market. Thus organizations need to focus on capabilities of their workforce who are working in organization for a common goal. Harter et al. (2002) suggested that effective management of a firm's human resources would be able to generate

and increase knowledge, motivation, synergy, and commitment to achieve competitive advantage for the firm.

A systematic and comparative study on relationship between HRM practices and job performance is expected to be of great help to policy makers in formulating guidelines for human resource management in hospitals. It would also be useful to the HR managers in the effective implementation of various HR policies in hospital industry which will increase the productivity and satisfaction of the employees and benefit the management, which eventually will work to the advantage of the end users, the society as a whole.

LITERATURE REVIEW

India was late starter of hospital movement medial care programme existed in the country throughout the British period; a real start in health planning we made when the Bhore committee report became available in 1946. The committee main recommendations were to institute an integrated scheme of preventive and curative service at all administrative levels in the country, setting up of country wide primary health centers with provision for in patient care a major changes in medical education. These recommendations were by a large incorporated in the first five year plan. Thereafter the planning of health a medical care made steady progress and an account of the same can be found in the respective five year plans as well as various expert committee reports.

Health is fundamental to national progress. It has now been proved beyond doubt that health programme contribute directly to socio-economic growth of the nation. Health conditions in the country have improved considerably an account of sustained efforts towards the promotion of health care. There has been progressive increase in the outlay of health care since 1950-51. Health is defined as “a condition under which an individual is able to mobilize all his resources intellectual, emotional & physical for optimum living.” The World Health Organization defined health as “a State of Complete physical mental social & spiritual well being and not merely an absence of disease or infirmity.” The good health is a synthesis of physical, mental & social well being.

Following best practices in HRM policy formulation is of great importance. Huselid (1995) conducted a research taking eleven HRM practices (personnel selection, labor management participation, incentive compensation, performance appraisal, grievance procedures, information sharing, job design, attitude assessment, recruitment efforts, promotion criteria, and employee training) and reported significant relationship between high work practices such as compensation and employees outcomes.

Delery and Doty (1996) demonstrated that three approaches have been used to examine the link between HRM practices and performance. They are the contingency, configurational, and universalistic approaches. Teseema and Soeters (2006) conducted research on eight HRM practices (recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, promotion practices, grievance procedure and pension or social security). They found a significant relationship between HRM practices and perceived employee performance.

Shezad et al. (2008) conducted a research on HRM practices (compensation, promotion and performance evaluation practices) and on perceived performance of university teachers of Pakistan. Their findings reveal that compensation and promotion practices were found to be significantly correlated with

perceived performance of university teachers of Pakistan. Bowra Z A et al. (2012) conducted their research on HRM practices to examine its relationship with the perceived performance of employees in private and public sector banks of Pakistan. Compensation, promotion, and performance evaluation practices were significantly found to be correlated with employee performance and suggested that banks are encouraged to pay proper attention to these three practices.

Ahmad and Shezad (2011) did a study on the impact of compensation, promotion, and performance evaluation practices on the performance of university teachers of Jammu and Kashmir (J&K). They concluded that compensation has strong and positive impact on performance of university teachers of J&K. Compensation is the major element to influence teachers. The more teachers are compensated fairly the more they will perform better. On the other hand, the performance evaluation and promotion practices were insignificant with the performance of university teachers of J&K. The reason for this is most promotion and performance evaluation procedures are vague and not properly practiced.

Grossman (2000) proposed 10 key performance indicators for human capital as revenue factor, voluntary separation rate, human capital value added, human capital ROI, total compensation revenue percent, total labor cost revenue percent, training investment factor, cost per hire, health care costs per employee, turnover costs.

Zwell & Ressler (2000) categorized the key performance indicators for human capital into basic skills for all key positions, managerial skills, and senior management skills. Stewart (2001) suggested that efficiency of human capital is reflected in average year of service, average education level, hiring cost, IT literacy, hours of training/employee, employee satisfaction, employee turnover (separation) and innovation ability. Pablos (2002) use indicators such as employee overview, employee shift, education, promise and motivation, training result. PwC (2008) elements of human capital include leadership ability, employment contracts, talent management, learning and innovation. Gimeno et al. (1997) found a positive association between the overall level of human capital, as measured by education level and work experience, and economic performance at both the entrepreneur's level and the firm's level. Brüderl et al. (1992) founds that greater entrepreneurial human capital enhances the productivity of the founder, which results in higher profits and, therefore, lower probability of early exit. Higher productivity of the founder means the business owner is more efficient in organizing and managing operations or is able to attract more customers, negotiate better contracts with suppliers and raise more capital from investors.

HRM Practices and Job Performance

HRM practices more or less create conditions where employees become highly involved in the organization and work hard to accomplish the organization's goals. Many researches have shown positive association between HRM practices and organizational and employee performance (e.g., Guest, 2002; Harley, 2002; Gould-Williams, 2003; Park et al., 2003; Wright et al., 2003; Tessema and Soeters, 2006, Muchhal D.S, 2014). Those organizations that have appropriate qualified and experienced manpower are likely to gain competitive edge over others. Harel and Tzafrir (1996) observed that HRM activities can affect an organization's performance via employee skills and quality (selection and training), employee motivation (incentive and compensation). HRM practices enhance organizational effectiveness and performance by attracting, identifying, and retaining employees with knowledge, skills, and abilities, and getting employees to behave in a manner which further supports the mission and objectives of the organization. Hence, the

effectiveness of HRM practices depends on how it creates the appropriate attitudes and behaviors in employees, along with its implementation.

Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they are specialized in, and finally to achieve competitive advantage. Performance is also important for the individual. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure.

Different authors have defined performance as “observable things people do (i.e., behaviors) that are relevant for the goals of the organization”. Performance is a significant concept because, “the major contribution of an employee’s worth to the organization is through work behavior and ultimately performance” (Arvey & Murphy, 1998). Job performance is also defined as the degree to which an individual executes his or her role with reference to certain specified standards set by the organizations (Nayyar, 1994). Romanoff (1989) stated that performance is a set of outcomes produced during a certain period of time, and does not refer to traits or personal characteristics of the performer.

Healthy and employee-friendly HRM practices improve organizational performance. In general terms, HRM comprise practices and activities of acquiring, retaining, empowering, and motivating employees. Recruitment and selection enables business firms to acquire the appropriate human resources in line with its aims and objectives (Dessler, 2010; Huselid, 1995). Prior studies have shown that training is critical to organizational success. Training programs help employees to obtain the necessary knowledge, skills, and abilities to work effectively in sustaining and improving current work activities. Well trained employees, in general, not only require less supervision (Gutteridge et al. 1993) but also tend to have higher morale and lower levels of attrition. Training is believed to nullify the influence of factors which cause dissatisfaction of employees at work (Xiao, 1996). Thus, employees may be provided with extensive training programs in multiple functions and training on job skills (Ahmad & Schroeder, 2003). In addition to training, employees need to be rewarded and provided with appropriate incentives so as to produce the required levels of performance (Mohinder et al., 2010; Guest, 1997; Lee and Miller 1999). Incentives also influence the level of employee satisfaction (Lawler, 2000). When incentives are used properly, they may prove to make important contributions to the survival and growth of an organization (Dessler, 2010; Milkovich & Boudreau, 1998).

Performance evaluation guides employees work related attitudes and behaviors (Dessler, 2010; Werther & Davis, 1996). Performance evaluation as a process demonstrates the effectiveness of human resources policies in an organization. Feedback on performance improves communication between supervisors and employees. Sharing information on the individual performance of employees contributes to organizational openness and increases the loyalty and trust employees have towards their organizations.

HRM Practices and Job Satisfaction

Conducive HRM practices helps in augmenting job satisfaction. Job satisfaction refers to an individual’s positive emotional reactions to a particular job (Berry, 1997). It is an effective reaction to a job that results from the person’s comparison of actual outcomes with those desired, anticipated, or deserved (Madamba & De Jong, 1997). There are various components that are considered to be vital to job satisfaction and

there have been many studies to identify the determinants of job satisfaction (Berry, 1997; Gillen & Chung, 2005; Madamba & De Jong, 1997; Ross, 1998; Robbins, 2003; Li-Yun Samuel, 2007). These variables are important because they all influence the way a person feels about their job. On the business side, many managers seem to follow the simple belief that happy workers are more productive and have greater job satisfaction that leads to improved performance. Feather et al. (2004) and Schmit and Allscheid (1995) point out in their study that satisfied employees display higher productivity and work beyond their job description, and do not engage in negative word of mouth. In addition, satisfied employees do not represent higher level of absenteeism or quitting intent in their job. It has been reported that job satisfaction is negatively related to employee's propensity to leave the organization (Hussain et al., 2003; Babakus et al., 1996). In addition, Ennew et al. (2000) claim that satisfied employees do not display a quitting intention. In addition, satisfied employees who have no intention to exit have a positive word of mouth about their organizations. On the contrary, Mattila and Patterson (2004) notice that employees with quitting intentions tend to talk negatively about their organizations.

On the basis the literature review conceptual model (Figure 1) is proposed and following are the hypotheses of the study.

H₁: Favorable HRM Practices will be positively related to job satisfaction.

H₂: Favorable HRM Practices will be positively related to job performance.

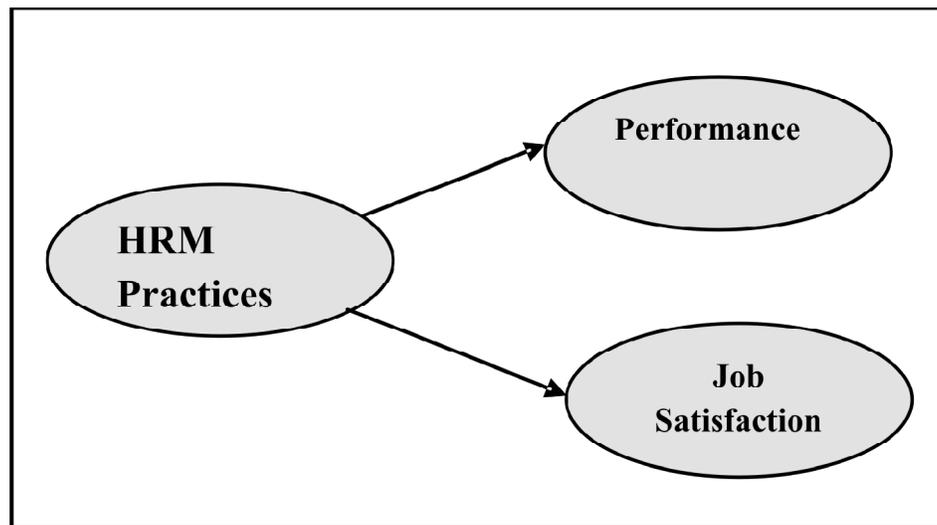


Figure 1: Conceptual Model

METHODOLOGY

Sample Description and Procedure

This study was conducted on a sample of 318 participants (210 males and 108 females) from four large private hospitals (Apollo Hospitals, Kalinga Hospital, SUM Hospital, and AMRI Hospital) situated at Bhubaneswar, Odisha. Average age of the respondents was 37.6 years (SD=6.3). This study had 76% response rate. Study measures were distributed to the participants by hand and participants gave their responses through paper and pencil mode.

Participants were told that strict confidentiality would be maintained and they were also informed that this research was conducted for academic purpose only. Data for HRM practices measure were collected at Time 1 and after 3 days criterion variables (job satisfaction and performance) responses were obtained at Time 2. Separation in time period for data collection was followed as per the recommended procedure of Podsakoff et al. (2003) to avoid problems associated with “*common method variance bias*”.

Measures

HRM Practices: To measure HRM practice perception of the respondents Atteya’s (2012) scale was used. This is an 11-item and a 5-point Likert-type scale. Following is the response pattern of the scale: (1= *Strongly disagree*, 2= *Disagree*, 3= *Neutral*, 4= *Agree*, 5= *Strongly agree*). As seen in Table 1 this scale demonstrated adequate reliability (Cronbach’s alpha=.96) in this study. Validity of the said measure can be found in the work of Atteya (2012). However, CFA for this scale was also conducted in this study. Factor loadings ranged from 0.718 to 0.813, $p < .01$ and following fit indices were obtained: (Chi-square =220.444, $DF = 44$, $p < .01$; (CFI= 0.945); (RMSEA= 0.079); (NFI = 0.938); (GFI = 0.911).

Job Satisfaction: To assess job satisfaction levels of the participating respondents Hackman and Oldham’s (1980) job satisfaction scale was used. This is a 3-item, 6-point Likert-type scale (1= *Strongly disagree*, 2= *Disagree*, 3= *Slightly disagree*, 4= *Slightly agree*, 5 = *Agree*, 6= *Strongly agree*). An example item of this scale is “My opinion of myself goes up when I do this job well.” It can be observed in Table 1 that this measure demonstrated a Cronbach’s alpha of 0.81 in this study.

Performance: To obtain performance data of the participants, manager-rated performance measure of Heilman et al. (1992) was adopted. This is a 5-item, 9-point Likert-type scale where managers are requested to rate their subordinates on the following response pattern: 1 (*not at all competently*) to 9 (*very competently*). It can be found in Table 1 that this measure had a Cronbach’s alpha of 0.92 in this study. An example item of this scale is “In your estimation, how effectively does this individual get their work done?”

Table 1
Scale Reliabilities of Study Variables

<i>Variable</i>	<i>Cronbach’s Alpha Scores</i>
HRM Practices	0.96
Job Satisfaction	0.81
Performance	0.92

RESULTS AND DISCUSSION

The main purpose of this research was to examine the relationship of HRM practices with job satisfaction and performance. It can be observed in Table 2 that there is significant positive correlation between favorable HRM practices and job satisfaction ($r = 0.547$, $p < .01$) and Table 3 regression results depict that favorable HRM practices significantly predicted job satisfaction ($B=0.733$, $p < .01$; $F =134.987$, $p < .01$). Further, it can be seen that favorable HRM practices explain ($R^2= 0.299$) 29.9 % variation in job satisfaction. These findings suggest that H_1 is supported.

Similarly, it can be seen from Table 2 that there is significant positive correlation between favorable HRM practices and performance ($r = 0.475, p < .01$). Likewise, Table 3 regression results show that favorable HRM practices significantly predicted performance ($B = 0.558, p < .01; F = 91.988, p < .01$). Furthermore, favorable HRM practices explain ($R^2 = 0.225$) 22.5% variation in performance. Thus, H_2 is supported.

Further, to assess the relationships of HRM practices with job satisfaction and performance simultaneously, structural equation modeling (SEM) (Joreskog & Sorbom, 1993) was used to validate the hypothesized model (Figure 1). AMOS (v.4) software was employed to carry out SEM path analysis. As seen in Figure 2 there is a positive relationship of HRM practices with job satisfaction. Similarly, there is also a positive relationship of HRM practices with performance. Following are model fit indices of the model as presented in Table 4: (Chi-square = 1202.381, DF = 150, $p < .01$); (CFI = 0.927); (RMSEA = 0.079); (NFI = 0.908); (GFI = 0.901). These model fit indices provide evidence towards the validity of the empirical model (Hair et al., 2006).

Table 2
Means, Standard Deviations, and Correlations

<i>Variables</i>	<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>
1. HRM Practices	4.23	1.04	1		
2. Job Satisfaction	3.61	1.39	0.547**	1	
3. Performance	3.42	1.22	0.475**		1

Note: n = 318; * *p < .01

Table 3
Regression Analysis Output

<i>Predictor</i>	<i>Predictant</i>	<i>B</i>	<i>F</i>	<i>R²</i>	<i>Adjusted R²</i>
HRM Practices	Job Satisfaction	0.733**	134.987**	0.299	0.297
HRM Practices	Performance	0.558**	91.988**	0.225	0.223

Note: n = 318 ; * *p < .01

Table 4
Fit Indices of SEM

	<i>Fit Value</i>
Chi-square	1202.381 (DF= 150)**
CFI	0.927
NFI	0.908
GFI	0.901
RMSEA	0.079

Note: * *p < .01

LIMITATIONS

Prior to discussing the limitations, it is pertinent to note that this study is immune to the problems associated with “*common method variance bias*” because procedural remedies were followed as per the suggestions of

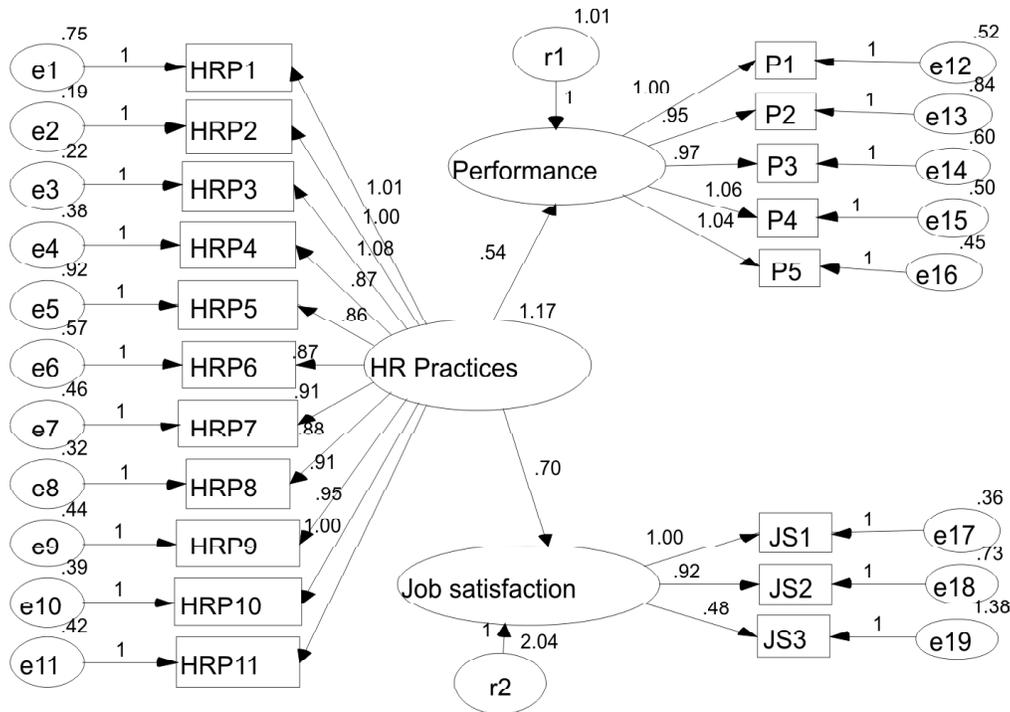


Figure 2: Structural Equation Modeling

Podsakoff et al. (2003). Further, problem of “instrumentation threat” is not present as the predictor and criterion variables were measured with help of validated scales.

With regard to limitations, findings of this study are based on cross-sectional data and data analysis procedures are of correlation analysis. Therefore, precise causality between the predictor and criterion variables can not be established. Hence, further longitudinal studies could be conducted. Furthermore, this study was conducted on samples drawn from only four private hospitals situated in a single location. For generalization of the findings, further studies could be conducted on a larger sample size with respondents from private and government hospitals.

MANAGERIAL IMPLICATIONS AND CONCLUSION

Higher organizational effectiveness, machines, technologies, procedures and systems are no doubt important; but what is more important is the quality of the individuals behind them. Managing the human assets in any organization, be it hospitals or otherwise, is a far more difficult proposition than managing the other physical and financial aspects. All organizations, whether big or small, manufacturing or service-oriented, profit or non-profit making, are basically human organizations. Hospitals or healthcare institutions are not different from this and are very much dependent on their human resource. Managing qualified human resource is a key to success and healthcare, as a labor-intensive sector, is lacking with problems. Human resource plays a significant role in the effective performance of a hospital.

Healthcare is a process involving constant interaction with patients. As such the hospital employees are actually sensitive to the working conditions and morale, and this ultimately affects the quality of service provided by them. This study on relationship between HRM practices with job performance and job

satisfaction in the healthcare sector is expected to be of great help to policy makers in formulating guidelines for human resource management in hospitals. It would also be useful to the HR managers in the effective implementation of various HR policies in hospital industry which will increase the productivity and satisfaction of the employees and benefit the management, which eventually will work to the advantage of the society.

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