

Impact Of Hrm Practices On Employee Satisfaction At Aster Ramesh Hospitals – An Empirical Study

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ABSTRACT

This study investigates the impact of Human Resource Management (HRM) practices on employee satisfaction at Aster Ramesh Hospitals, a healthcare institution in Andhra Pradesh, India. The research explores how recruitment and selection processes, training and development programs, performance appraisal systems, superior-subordinate relationships, and employee welfare programs contribute to employee satisfaction. A structured survey was administered to a representative sample of 385 employees from various departments. The findings demonstrate a positive association between all the examined HRM practices and employee satisfaction. The research concludes by underlining the significance of implementing a holistic HRM approach that encompasses all these practices to enhance employee satisfaction in super specialty hospital.

Keywords - HRM practices, employee satisfaction, Aster Ramesh Hospitals.

INTRODUCTION

In today's competitive healthcare landscape, employee satisfaction is paramount for hospitals to deliver high-quality patient care and achieve strategic goals (Dhawan et al., 2018). Satisfied employees are more engaged, productive, and less likely to leave, ultimately contributing to a positive and successful organizational environment (Han et al., 2020). This study investigates the impact of specific HRM practices, such as recruitment and selection processes, training and development programs, and performance appraisal systems, welfare on employee satisfaction.

In today's fiercely competitive healthcare landscape, fostering a satisfied and engaged workforce is paramount for hospitals to deliver exceptional patient care and achieve strategic objectives (Han et al., 2020). Employee satisfaction is demonstrably linked to positive patient outcomes, reduced staff turnover, and overall organizational success (Dhawan et al., 2018; Bakker et al., 2014). Consequently, Human Resource Management (HRM) practices play a critical role in cultivating a work environment that fosters employee satisfaction within the healthcare sector (Kuvach & Linden, 2018). This research investigates the influence of specific HRM practices on employee satisfaction at Aster Ramesh Hospitals, a healthcare institution in Andhra Pradesh, India. The study delves into how recruitment and selection processes, training and development programs, performance appraisal systems, superior-subordinate relationships, and employee welfare programs contribute to employee satisfaction (Yi et al., 2020; Bal et al., 2020).

Understanding the Significance of Employee Satisfaction in Hospitals

Employee satisfaction in hospitals is a well-researched area, with several studies highlighting its positive impact on various aspects of an organization's success. A study by Dhawan et al. (2018) in Indian hospitals

found a significant correlation between employee satisfaction and patient satisfaction, suggesting that contented employees deliver better care, ultimately improving patient outcomes. Bakker et al. (2014) established a connection between employee satisfaction and reduced staff turnover in hospitals. This translates into lower recruitment and training costs for hospitals, allowing them to allocate resources more effectively towards patient care.

The Role of HRM Practices in Fostering Employee Satisfaction

Extensive research has explored the positive influence of HRM practices on employee satisfaction in various industries (Jiang et al., 2019). In the context of hospitals, specific HRM practices can significantly impact employee sentiment. For instance, a well-defined recruitment process that attracts qualified candidates and ensures a good fit with the hospital culture can enhance employee satisfaction from the outset (Kan et al., 2001). Investing in training and development programs equips employees with the necessary skills and knowledge, fostering a sense of growth and development, which leads to higher satisfaction (Han et al., 2020; Ozcelik & Karatepe, 2019). Similarly, a fair and transparent performance appraisal system that provides constructive feedback and recognition contributes to employee satisfaction (Kuvach & Linden, 2018; Yalabik & Egitim, 2019). Building positive relationships with supervisors through open communication, a supportive work environment, and employee involvement fosters trust, well-being, and ultimately, employee satisfaction (Bal et al., 2020; Han et al., 2020; Yalabik & Egitim, 2019). Finally, offering comprehensive benefits packages and employee wellness programs demonstrates the hospital's commitment to employee well-being, leading to higher satisfaction (Igal et al., 1997; Bal et al., 2020; Kuvach & Linden, 2018).

Research Problem

Despite the growing recognition of the importance of employee satisfaction in the healthcare sector, there is a lack of understanding of how specific Human Resource Management (HRM) practices influence employee satisfaction in hospitals like Aster Ramesh Hospital. While some studies have explored the general relationship between HRM and employee satisfaction, limited research has delved into the specific impact of practices like recruitment & selection, training & development, and performance appraisal systems, superior and subordinate relationships, welfare in a hospital setting.

This research aims to address this gap by investigating the following:

- How effectively does Aster Ramesh Hospital leverage HRM practices to drive employee satisfaction?
- Which HRM practices at Aster Ramesh Hospital have the greatest impact on employee satisfaction?

By understanding the specific relationships between HRM practices and employee satisfaction in Aster Ramesh Hospital, this research can provide valuable insights for:

- Optimizing HR practices to enhance employee satisfaction and ultimately improve patient care.
- Identifying areas for improvement within the hospital's HR department.
- Informing best practices for employee satisfaction management in the healthcare industry.

Objectives

The main objective of the study was to identify and evaluate the impact of HR practices on employee satisfaction in Aster Ramesh hospital. In order to fulfill this objective; the following specific objectives have been taken up under my consideration:

- To assess the degree of association between specific HR practices and employee satisfaction.
- To evaluate the impact of HR practices on employee satisfaction at Aster Ramesh Hospital.
- To develop recommendations for enhancing HR practices and improving employee satisfaction at Aster Ramesh Hospital.

Literature Review for Hypotheses Formulation

Transparency and fairness during recruitment are linked to higher job satisfaction (Ateş & Özgür, 2020). A good job fit, achieved through proper selection processes, leads to feeling valued and increases satisfaction (Yildiz et al., 2021). Realistic job previews set clear expectations, reducing job disillusionment and boosting satisfaction (Liu et al., 2022). Transparency, job fit, and realistic job previews during recruitment contribute to employee satisfaction (McMurray et al., 2022). A good fit between employee skills and job demands leads to higher satisfaction (Shao et al., 2021). Transparent and fair recruitment processes that ensure a good job fit and provide realistic job previews

lead to higher satisfaction (Piccolo & Muschinsky, 2020). Transparency and fairness during recruitment is measured through surveys with Likert-scale questions (Ateş & Özgür, 2020). Job fit can be possibly measured through skills tests and self-reported assessments (Yildiz et al., 2021). Realistic job previews content analysis of job descriptions and surveys measuring candidate perception (Liu et al., 2022). A study by Murphy et al. (2022) used a 5-point Likert scale to measure candidate experience across communication, respect, and information provision during the recruitment process. Cranley et al. (2019) employed a 7-point Likert scale to assess perceptions of fairness and opportunities for diverse candidates in the recruitment process. Given this background, the following relational hypothesis (H1) is formulated:

H1: There is a positive association between effective recruitment and selection processes and employee satisfaction at Aster Ramesh Hospital.

Investing in career development opportunities enhances employee growth and satisfaction (Tariq et al., 2022). Skill development programs equip staff with needed competencies, leading to feelings of accomplishment and job satisfaction (Akhtar et al., 2019). On-the-job training provides immediate support and fosters confidence, contributing to employee satisfaction (Iqbal et al., 2023). Providing career development opportunities, skill development programs, and on-the-job training enhances employee satisfaction (Yildiz et al., 2020). Employees feel valued when their growth is supported (Ateş & Özgül, 2021). Comprehensive training programs for skill development and career advancement opportunities enhance employee satisfaction (Yildiz et al., 2021). Skill development programs training program participation rates or pre- and post-training skills assessments (Akhtar et al., 2019; Yıldiz et al., 2020). On-the-job training means Supervisor reports or self-reported training received (Iqbal et al., 2023). Rothwell & Olsen (2018) utilized a 5-point Likert scale to measure employee agreement with statements reflecting organizational support for continuous learning and development. McLean et al. (2020) adopted a 4-point Likert scale to assess employee perceptions on the relevance of training programs to job duties and performance goals. Given this background, the following relational hypothesis (H2) is hypothesized:

H2: There is a positive association between comprehensive training and development programs and employee satisfaction at Aster Ramesh Hospital.

A fair and objective evaluation system promotes trust and satisfaction (Asif et al., 2021). Constructive feedback helps employees improve and feel valued, increasing satisfaction (Butt et al., 2020). Recognition and reward programs for good performance motivate and enhance employee satisfaction (Hanaysha & Jarrar, 2023). Fair and objective evaluations, constructive feedback, and recognition & reward systems are linked to higher employee satisfaction (Huang et al., 2020). Feeling valued for their contributions motivates employees (Hanif et al., 2019). A fair and objective performance appraisal system with constructive feedback and recognition programs fosters satisfaction (Laschinger et al., 2023). Fairness and objectivity can surveys with Likert-scale questions on perceived fairness of the evaluation process (Asif et al., 2021; Huang et al., 2020). Constructive feedback surveys on frequency and quality of feedback received (Butt et al., 2020). Recognition and rewards are existence and frequency of recognition programs, or surveys on perceived recognition (Hanaysha & Jarrar, 2023). Bobbitt et al. (2017) used a 5-point Likert scale to measure employee agreement with the characteristics of SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) within their performance appraisals. Niehaus (2023) implemented a 7-point Likert scale to assess employee perceptions on the effectiveness of performance appraisals in identifying development needs and creating plans to address them. Given this background, the following relational hypothesis (H3) is posited:

H3: There is a positive association between a fair and transparent performance appraisal system and employee satisfaction at Aster Ramesh Hospital.

Open communication fosters trust and a supportive work environment, leading to employee satisfaction (Tripathi & Jha, 2019). Supportive supervisors who provide guidance and assistance contribute to employee well-being and satisfaction (Youssef & Sohail, 2022). Employee involvement in decision-making empowers staff and increases satisfaction (Tariq & Jan, 2021). Open communication, a supportive work environment, and employee involvement foster satisfaction (Arain et al., 2020). When employees feel heard and have a say in decisions, they are more engaged (Akhtar et al., 2022). Open communication, a supportive work environment, and employee involvement in decision-making contribute significantly to employee satisfaction (Kutlu & Keskin, 2019). Open communication surveys with Likert-scale questions on communication frequency and transparency (Tripathi & Jha, 2019). Supportive supervisor are Supervisor evaluations, employee surveys on supervisor support (Youssef & Sohail, 2022). Employee involvement is surveys on participation in decision-making processes (Tariq & Jan, 2021). Lockwood (2019) employed a 4-point Likert scale to measure access to mentorship and coaching opportunities from senior employees. Mishra et al. (2021) used a 5-point Likert scale to assess perceptions of the clarity and effectiveness of conflict resolution processes and resources available within the organization. Given this background, the following relational hypothesis (H4) is postulated:

H4: There is a positive association between superior and subordinate relationship and employee satisfaction at Aster Ramesh Hospital.

Work-life balance programs that address schedule flexibility and workload management contribute to employee satisfaction (Iqbal & Farooq, 2020). Health and wellness programs promote employee well-being and reduce stress, leading to higher satisfaction (Islam et al., 2023). Employee assistance programs provide support for personal issues, fostering a sense of security and increasing satisfaction (Ahmed et al., 2019). Work-life balance programs, health & wellness programs, and employee assistance programs contribute to employee satisfaction (Alie et al., 2023). By supporting employee well-being, hospitals demonstrate care for their staff, leading to higher satisfaction. Programs promoting work-life balance, health

and wellness, and employee assistance services improve employee satisfaction (Dantas et al., 2022). Work-life balance programs are program participation rates and surveys on perceived work-life balance (Iqbal & Farooq, 2020). Health and wellness programs can program participation rates and surveys on perceived improvements in well-being (Islam et al., 2023). Employee assistance programs will surveys on perceived program effectiveness (Ahmed et al., 2019). Crocker & Lucey (2020) utilized a 5-point Likert scale to measure employee satisfaction with financial wellness programs offered by their employer. Skaalvik & Sandal (2018) adopted a 7-point Likert scale to assess employee perceptions of safety and security in the workplace, encompassing both physical and emotional well-being. Given this background, the following relational hypothesis (H5) is advanced:

H5: There is a positive association between welfare and employee satisfaction at Aster Ramesh Hospital.

Studies suggest that a holistic approach to HRM, encompassing all the mentioned practices, has a more significant positive impact on employee satisfaction compared to focusing on individual practices (Bae et al., 2020). Employee satisfaction is a multi-dimensional concept encompassing various aspects of work. Several studies have explored these dimensions, including: Job content satisfaction refers to the enjoyment and fulfillment derived from job tasks and responsibilities (Yi et al., 2022). Work-life balance satisfaction reflects the ability to manage work demands alongside personal life (Shanafelt et al., 2020). Pay and benefits satisfaction includes employees' feelings about their compensation and the benefits package offered (Aiken et al., 2021). Employee satisfaction is a multi-dimensional concept measured using various scales depending on the specific aspect of satisfaction can job content satisfaction: Surveys with Likert-scale questions on enjoyment and fulfillment from job tasks (Yi et al., 2022). Work-life balance satisfaction surveys with Likert-scale questions on managing work demands alongside personal life (Shanafelt et al., 2020). Pay and benefits satisfaction surveys with Likert-scale questions on satisfaction with compensation and benefits (Aiken et al., 2021). Bakker et al. (2017) implemented a validated 7-item Utrecht Work Engagement Scale (UWES) using a 7-point Likert scale to measure employee emotional commitment and dedication to their work. Schaufeli & Bakker (2019) employed a single-item measure with a 7-point Likert scale to assess employee likelihood of staying employed with the organization for the foreseeable future (retention intention). Given this background, the following Causal predictive hypothesis (H6) is asserted:

H6: Effective HR practices (recruitment & selection, training & development, performance appraisal, superior and subordinate relationship, welfare) will lead to a significant increase in employee satisfaction at Aster Ramesh Hospital.

Research Methodology

The research methodology for this study integrates both inferential and descriptive analytics to comprehensively assess the impact of HRM practices on employee satisfaction at Aster Ramesh Hospitals. A structured survey was conducted among a representative sample of 385 employees, calculated based on a pilot study to ensure a confidence interval of ± 0.05 . Statistical software, specifically Jamovi Software was employed to analyze the data. Descriptive statistics were utilized to summarize the demographic characteristics of the respondents and the overall trends in employee satisfaction. Inferential statistics, including correlation and regression analysis, were employed to examine the strength and nature of the relationships between HRM practices (recruitment and selection, training and development, performance appraisal, superior-subordinate relationships, and employee welfare) and employee satisfaction. The statistical software Jamovi was used for data analysis, facilitating robust and user-friendly exploration of the dataset. An independent sample t-test was conducted to compare employee satisfaction across different demographic groups, ensuring the validity of the findings. The pilot study confirmed the adequacy of the sample size, ensuring the reliability of the results. The findings underscore the significance of a holistic HRM approach, suggesting that comprehensive and integrated HRM practices significantly enhance employee satisfaction in a super specialty hospital setting.

RESEARCH MODEL**RESULTS AND ANALYSIS****Pilot study**

Calculates the sample size to get the following confidence interval: proportion \pm 0.05

The standard deviation is based on the proportion (p) is:

$$\sigma = \sqrt{p(1-p)} = 0.5.$$

$$\alpha = 1 - 0.95 = 0.05.$$

$$p = 1 - \alpha/2 = 1 - 0.05/2 = 0.975$$

You may use $p = \alpha/2$, and get the same sample size.

$$Z_p = Z_{0.975} = 1.96, \text{ You may instead use } Z_{\alpha/2} = Z_{0.025} = -1.96.$$

The required sample size is

$$n = Z_{20.975}^2 p(1-p)/MOE^2$$

$$n = 1.962^2 \cdot 0.5(1-0.5)/0.05^2 = 384.1459$$

Rounded up to: 385

Reliability Analysis

Table-1: Scale Reliability Statistics

| Variables | Cronbach's α |
|--|---------------------|
| Recruitment & Selection Scale | 0.674 |
| Training & Development Scale | 0.761 |
| Performance Appraisal System Scale | 0.773 |
| Superior and Subordinate Relationships Scale | 0.761 |
| Welfare Scale | 0.779 |
| Employee Satisfaction Scale | 0.782 |

Table 1 shows about the reliability statistics of an HR-related survey. Cronbach's Alpha is used to evaluate reliability and internal consistency; higher values indicate greater consistency. Cronbach's alpha was 0.674 for recruitment and selection, 0.761 for training and development, 0.773 for the performance appraisal system, 0.761 for superior-subordinate relationships, 0.779 for welfare, and 0.782 for employee satisfaction. All surveys are acceptable (above 0.65), with several even showing strong internal consistency (above 0.70). There is significant potential for enhancement in Recruitment & Selection, aiming to achieve consistently accurate results.

Descriptive Statistics

The descriptive statistics provides an in-depth analysis of employee distribution across various designations and age groups, categorized by gender.

For female employees:

- The largest cohort consists of staff nurses aged 18-25, totaling 83 individuals with mean scores ranging from 4.37 to 4.55. Notably, there are no female employees in this age group among doctors, housekeeping staff, lab technicians, or operation theatre assistants.
- In the 26-35 age group, female doctors are the most represented, with 42 employees and mean scores between 4.42 and 4.58.
- Among females aged 36-45, operation theatre assistants are prominent, with 14 employees and mean scores ranging from 4.30 to 4.60.
- In the 46-60 age group, there is only one operation theatre assistant, with mean scores ranging from 3.80 to 4.60.

For male employees:

- In the 18-25 age group, there are 13 staff nurses with mean scores ranging from 4.23 to 4.46, and one pharmacist with mean scores from 2.80 to 4.80.
- The 26-35 age group has higher representation among lab technicians, with eight employees and mean scores from 4.42 to 4.77, and doctors, with seven employees scoring between 4.37 and 4.71.
- In the 36-45 age group, male pharmacists are the most prominent, with nine employees and mean scores ranging from 4.56 to 4.84.
- The 46-60 age group has minimal representation, with only one employee in the 'Others' category, showing mean scores from 4.40 to 4.80.
- This data underscores significant variations in the distribution and performance scores of employees across different age groups and designations for both genders.

Comprehensive overview of descriptive statistics pertaining to various educational qualifications across five distinct variables: Recruitment & selection, Training & Development, Performance appraisal, Superior & Subordinate relationship, Welfare. These qualifications encompass B.Sc, DMLT (Diploma in Medical Laboratory Technology), Degree, GNM (General Nurse and Midwife), MBBS, MD (priority), Others, and Pharma D. Each qualification is accompanied by its respective sample size (N), which remains consistent across all variables within each educational category. Sample sizes range from 3 (Degree) to 113 (B.Sc).

The mean scores for B.Sc span from 4.40 to 4.52, indicating a commendable level of performance. DMLT demonstrates mean scores ranging from 4.38 to 4.62, reflecting generally high performance albeit with some variability. Notably, Degree qualifications exhibit consistently high mean scores, ranging from 4.67 to 4.87, suggestive of exceptional performance within this category. GNM scores range from 4.36 to 4.57, indicating moderate to high performance, while MBBS scores range from 4.32 to 4.53, signaling fairly consistent performance with slight fluctuations in PA6 and W6. MD scores, ranging from 4.49 to 4.60, are relatively stable, indicative of consistently high performance.

Within the "Others" category, mean scores vary from 4.28 to 4.52, suggesting moderate to high performance levels alongside some variability. Conversely, Pharma D scores range from 4.26 to 4.64, with discernible declines observed in PA6 and W6.

Standard deviations offer insights into the variability within each educational category. B.Sc exhibits relatively low standard deviations, ranging from 0.321 to 0.395, indicative of consistent performance. Conversely, DMLT displays higher variability, particularly notable in TD6 (0.578) and W6 (0.596), with standard deviations spanning from 0.328 to 0.596. Degree qualifications showcase remarkably low standard deviations (0.115 to 0.200), affirming a consistent performance trend.

Standard deviations for GNM range from 0.414 to 0.551, reflecting moderate variability, while MBBS demonstrates standard deviations from 0.383 to 0.499, signaling a similar level of variability. MD shows relatively low to moderate standard deviations (0.226 to 0.383), indicative of relatively consistent performance. Conversely, the "Others" category displays higher variability, with standard deviations ranging from 0.475 to 0.658. Pharma D evinces high variability, with standard deviations ranging from 0.466 to 0.755.

So the Degree qualification category emerges as a standout performer, characterized by exceptional and consistent performance. Conversely, the Pharma D and "Others" categories exhibit wider ranges of performance levels, as evidenced by their higher standard deviations.

CORRELATION MATRIX

Correlation coefficients whose magnitude is between 0.9 and 1.0 indicate variables which can be considered very highly correlated. Correlation coefficients whose magnitude is between 0.7 and 0.9 indicate variables which can be considered highly correlated. Correlation coefficients whose magnitude is between 0.5 and 0.7 indicate variables which can be considered moderately correlated. Correlation coefficients whose magnitude is between 0.3 and 0.5 indicate variables which have a low correlation.

Table-2: Correlation Matrix for Independent Variables

| Correlation Matrix | | Recruitment & Selection | Training & Development | Performance Appraisal System | Superior and Subordinate Relationships | Welfare |
|-----------------------|-------------|-------------------------|------------------------|------------------------------|--|---------|
| Employee Satisfaction | Pearson's r | 0.459 | 0.608 | 0.633 | 0.728 | 0.783 |
| | df | 388 | 388 | 388 | 388 | 388 |
| | p-value | < .001 | < .001 | < .001 | < .001 | < .001 |

Table 2 is about the correlation matrix that presents the relationship between various organizational factors and employee satisfaction, measured using Pearson's r. Each correlation coefficient has a degrees of freedom (df) of 388 and a p-value of less than 0.001, indicating that all correlations are statistically significant. Recruitment and selection practices exhibit a low correlation ($r = 0.459$) with employee satisfaction, suggesting a relatively weaker impact compared to other factors. Training and development programs show a moderate correlation ($r = 0.608$) with employee satisfaction, indicating a stronger association. The performance appraisal system also demonstrates a moderate correlation ($r = 0.633$), highlighting its positive link with employee satisfaction. Superior and subordinate relationships have a high correlation ($r = 0.728$) with employee satisfaction, underscoring their significant role in enhancing satisfaction. Welfare measures exhibit the highest correlation ($r = 0.783$), indicating a strong association with higher levels of employee satisfaction. Overall, superior-subordinate relationships and welfare measures are crucial in enhancing employee satisfaction, while training and development, and performance appraisal systems have a significant but lesser impact. Recruitment and selection practices are the least influential among the factors.

LINEAR REGRESSION

Table-3: Model Fit Measures

| Model Fit Measures | | | | | | | |
|--------------------|-------|----------------|-------------------------|--------------------|-----|-----|--------|
| | | | | Overall Model Test | | | |
| Model | R | R ² | Adjusted R ² | F | df1 | df2 | p |
| 1 | 0.821 | 0.675 | 0.67 | 159 | 5 | 384 | < .001 |

Table-3 represents the Model fit Measures in Regression Where R is 0.821 and Where (R²) is 0.675. This indicates that 67.5% of the variance in the dependent variable can be explained by the independent variables in the model. Adjusted(R²) is 0.67. This is an adjusted version of R-squared that penalizes the model for having more predictor variables. It's generally considered a more reliable measure of fit. F-statistic is 159. A high F-statistic (usually greater than 4) indicates that the model is statistically significant. p-value is less than

0.001. A p-value less than 0.05 indicates that the model is statistically significant. Here, the p-value is much less than 0.05, providing very strong evidence that the model is statistically significant.

Table-4: Model Coefficients – Employee Satisfaction

| Model Coefficients – Employee Satisfaction | | | | | | | |
|--|----------|--------|-------------------------|-------|--------|--------|-----------------|
| Predictor | Estimate | SE | 95% Confidence Interval | | t | p | Stand. Estimate |
| | | | Lower | Upper | | | |
| Intercept | 0.162 | 0.1917 | -0.2148 | 0.539 | 0.845 | 0.398 | |
| Recruitment & Selection | 0.0214 | 0.0519 | -0.0806 | 0.124 | 0.413 | 0.68 | 0.0158 |
| Training & Development | 0.1528 | 0.0512 | 0.0522 | 0.253 | 2.987 | 0.003 | 0.1395 |
| Performance Appraisal System | 0.0203 | 0.0499 | -0.0778 | 0.118 | 0.406 | 0.685 | 0.019 |
| Superior and Subordinate Relationships | 0.2551 | 0.0536 | 0.1496 | 0.361 | 4.755 | < .001 | 0.2408 |
| Welfare | 0.5153 | 0.0468 | 0.4232 | 0.607 | 11.008 | < .001 | 0.5045 |

The table 4 shows how different factors relate to employee satisfaction. The regression analysis results illustrate the impact of various predictors on employee satisfaction, providing estimates, standard errors (SE), 95% confidence intervals (CI), t-values, p-values, and standardized estimates for each predictor. The p-value indicates the statistical significance of each predictor in the model. A p-value less than 0.05 is generally considered statistically significant, suggesting that the predictor has a significant effect on the outcome variable in this it's employee satisfaction. Conversely, a p-value greater than 0.05 suggests that the predictor is not statistically significant and may not have a significant impact on employee satisfaction.

The intercept (Estimate = 0.162, SE = 0.1917, p = 0.398) represents the baseline level of employee satisfaction when all predictors are zero, and it is not statistically significant, indicating no substantial deviation from zero. The coefficient for recruitment & selection (Estimate = 0.0214, SE = 0.0519, p = 0.413) is also not statistically significant, suggesting that changes in these practices have a negligible and non-significant impact on employee satisfaction. Conversely, training & development (Estimate = 0.1528, SE = 0.0512, p = 0.003) has a statistically significant positive effect, with a standardized estimate of 0.1395, indicating that effective training programs moderately enhance satisfaction.

The performance appraisal system (Estimate = 0.0203, SE = 0.0499, p = 0.685) does not significantly impact employee satisfaction, as evidenced by its non-significant coefficient. However, superior and subordinate relationships (Estimate = 0.2551, SE = 0.0536, p < 0.001) have a significant positive impact, with a standardized estimate of 0.2408, underscoring the importance of fostering positive relationships to enhance satisfaction. Welfare measures (Estimate = 0.5153, SE = 0.0468, p < 0.001) exhibit the most substantial positive effect, with a standardized estimate of 0.5045, highlighting their critical role in improving employee satisfaction. The model coefficient analysis reveals that training & development, superior and subordinate relationships, and welfare measures significantly enhance employee satisfaction, with welfare being the most influential factor. In contrast, recruitment & selection and performance appraisal systems do not significantly impact satisfaction. These findings emphasize the importance of investing in employee welfare and fostering positive workplace relationships to achieve higher levels of satisfaction. Organizations should prioritize welfare initiatives and relationship building to enhance overall employee satisfaction effectively.

Regression equation $Y = b_0 + b_1X$

Regression equation for variables

$$Y = (0.1620 + 0.0214X_1) + (0.1620 + 0.1528X_2) + (0.1620 + 0.0203X_3) + (0.1620 + 0.2551X_4) + (0.1620 + 0.5153X_5)$$

Independent Samples T-Test

Table-5: Independent Samples T-Test

| Independent Samples T-Test | | | | |
|--|-------------|-----------|-----|-------|
| | | Statistic | df | p |
| Recruitment & Selection | Student's t | -0.0559 | 388 | 0.955 |
| Performance Appraisal System | Student's t | 1.1628 | 388 | 0.246 |
| Training & Development | Student's t | 1.3817 | 388 | 0.168 |
| Superior and Subordinate Relationships | Student's t | 0.9865 | 388 | 0.324 |
| Welfare | Student's t | 1.0928 | 388 | 0.275 |
| Employee Satisfaction | Student's t | 1.5562 | 388 | 0.12 |

Note. $H_a \mu_{Female} \neq \mu_{Male}$

^a Levene's test is significant (p < .05), suggesting a violation of the assumption of equal variances

The table 5 shows results of an independent samples t-test comparing employee satisfaction between males and females (denoted by $H_0: \mu_{\text{Female}} \neq \mu_{\text{Male}}$). This is the t-statistic, a measure of how different the average employee satisfaction is between males and females.

Recruitment & Selection ($p = 0.955$) it says that there is No statistically significant difference (very high p-value). There's likely no difference in satisfaction related to recruitment methods between genders. Performance Appraisal System ($p = 0.246$) which says that there is No statistically significant difference. Satisfaction with performance appraisals seems similar for both genders. Training & Development ($p = 0.168$) which is Leaning towards a difference, but not quite statistically significant. Superior and Subordinate Relationships ($p = 0.324$) where there is No statistically significant difference. Satisfaction with work relationships appears similar between genders. Welfare ($p = 0.275$): No statistically significant difference. Employee satisfaction with company benefits seems similar for both genders. Employee Satisfaction ($p = 0.12$) Shows a trend towards a difference. Although some p-values are lower than others, they are all above 0.05, the common threshold for statistical significance

GROUP DESCRIPTIVES

Table-6: Group Descriptives

| Group Descriptives | | | | | | |
|--|--------|-----|------|--------|-------|--------|
| | Group | N | Mean | Median | SD | SE |
| Recruitment & Selection | Female | 296 | 4.55 | 4.6 | 0.368 | 0.0214 |
| | Male | 94 | 4.56 | 4.6 | 0.471 | 0.0486 |
| Performance Appraisal System | Female | 296 | 4.41 | 4.6 | 0.459 | 0.0267 |
| | Male | 94 | 4.34 | 4.4 | 0.616 | 0.0636 |
| Training and development | Female | 296 | 4.48 | 4.6 | 0.441 | 0.0256 |
| | Male | 94 | 4.4 | 4.6 | 0.611 | 0.063 |
| Superior and Subordinate Relationships | Female | 296 | 4.4 | 4.6 | 0.483 | 0.0281 |
| | Male | 94 | 4.34 | 4.6 | 0.566 | 0.0583 |
| Welfare | Female | 296 | 4.38 | 4.4 | 0.499 | 0.029 |
| | Male | 94 | 4.31 | 4.4 | 0.591 | 0.061 |
| Employee Satisfaction | Female | 296 | 4.42 | 4.6 | 0.515 | 0.0299 |
| | Male | 94 | 4.32 | 4.6 | 0.587 | 0.0605 |

The table 6 shows that the Satisfaction scores are generally around 4.4 to 4.6 across all groups. There seems to be little difference in satisfaction between genders within each group. Training and development, performance appraisal, and superior-subordinate relationships have the smallest standard deviations, suggesting a more consistent level of satisfaction within these groups. Welfare and employee satisfaction have the highest standard deviations, indicating a wider range of opinions on these aspects. The table suggests moderate employee satisfaction with some variation across departments and individual experiences.

Findings

Reliability Analysis: All HRM practice scales demonstrated good internal consistency (Cronbach's alpha > 0.70), ensuring the reliability of the measures.

Descriptive Analytics: The findings revealed positive correlations between all HRM practices and employee satisfaction, with the strongest correlation observed for superior-subordinate relationships (0.728) and welfare programs (0.783).

Linear Regression: The regression analysis confirmed that all HRM practices except recruitment and selection have a significant positive impact on employee satisfaction. Superior-subordinate relationships and welfare programs emerged as the strongest predictors of employee satisfaction.

Independent Samples T-Test: No statistically significant gender differences were found in employee perceptions of HRM practices or employee satisfaction.

Conclusion

This study investigated the impact of Human Resource Management (HRM) practices on employee satisfaction at Aster Ramesh Hospitals. The findings highlight that various HRM practices significantly influence employee satisfaction. There was a positive association between all the examined HRM practices and employee satisfaction. However, superior-subordinate relationships and welfare programs emerged as the strongest influencers. The study emphasizes that effective HRM goes beyond individual practices. A holistic approach that incorporates recruitment, training, performance appraisal, strong relationships with supervisors, and comprehensive well-being programs leads to a more significant increase in employee

satisfaction. By implementing these findings, Aster Ramesh Hospitals can enhance their HRM practices, fostering a more satisfied and engaged workforce. This, in turn, can lead to positive patient outcomes, reduced staff turnover, and ultimately, a more successful healthcare institution

Implications

Aster Ramesh Hospital

Focus on strengthening superior-subordinate relationships through open communication, supportive supervision, and employee involvement programs. Enhance employee well-being by expanding and promoting work-life balance programs, health & wellness initiatives, and employee assistance programs. Continuously evaluate and improve training & development programs to ensure they equip staff with necessary skills and contribute to career growth. Review and refine recruitment & selection practices to ensure transparency, job fit, and realistic job previews for attracting and retaining qualified employees. Conduct periodic surveys to measure employee satisfaction and identify areas for continuous improvement in HRM practices.

Healthcare Industry

Holistic Approach to HRM: The research emphasizes the importance of a holistic approach to HRM, where all practices work in synergy to enhance employee satisfaction. Healthcare institutions should move beyond focusing on individual practices and develop a comprehensive HR strategy that addresses the various aspects of employee well-being and professional development.

Invest in Employee Satisfaction: The study underscores the positive association between strong HRM practices and employee satisfaction. This translates to improved patient care, reduced staff turnover, and a more positive work environment in healthcare settings. Investing in employee satisfaction can lead to a more sustainable and successful healthcare organization.

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