

# Understanding Employee Behavior and HRM Practices: A Study in Healthcare Sector

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## Abstract:

In the emerging economy of India, people management has become a major challenge in the Health Care Sector. There is a necessity in examining human resource management practices and employee behaviours both in private and public healthcare sectors. A total sample of 484 employees was taken in this study and a structured questionnaire survey was administered to collect the responses which have been analysed statistically. Study results revealed few interesting insights pertaining to employees' Job Satisfaction, Job performance, Citizenship Behavior, Commitment at workplace, their intention to quit & HRM practices prevailing in the Healthcare sector.

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## INTRODUCTION

Motivated, dedicated and competent workforce play a vital role in meeting the business objectives of any organisation. Attracting and retaining talents with specific skill sets have become the thrust area in the competitive area of globalisation. Flexibility in work processes, systems and policies has become the key enabler for the long-term survival, retention and satisfaction of talented employees in today's organisations which is one of the top challenges for HRM now a days, to retain the competent work force. Apart from individual competency, Commitment and loyalty for the organisation are also crucial

The human resource of an organisation is considered as the most important capital because it brings in various capabilities, differentiating skills, implicit & explicit motivation & distinct personal attributes which contribute for organisational growth & sustainability. The

process of Managing performance of the organisation starts from the formulation of goals, leadership Guidelines to cascade the goals to various levels and subsequent review. Therefore, for the success of the business, it is absolutely essential for the leaders to have a regular communication with the employees.

In today's world, the various health care service oriented organizations are facing tough competition & challenges from the various competitive players. The same trend is being observed in other sectors like that of the financing & banking, analog & digital telecommunication, where the clients keep on demanding best quality services at reasonable & competitive prices The department of Human Resource in various health care service oriented organizations have been executing some functional alternations by virtue of the conducting the review of their ongoing operations respectively. Out of all such practices,

the 'talent management' component has been emerging as a strategic option for attraction & retention of the talent in the organization. Presently talent management is one of the crucial challenges for the various professionals of HR domain working for the health care services oriented-sector.

In the context of the above, this current paper aims at understanding Employee Behavior and Employee perception towards HRM Practices in both private and public healthcare organisations.

## REVIEW OF LITERATURE

The whole sequence of effectively managing people is nothing other than developing effective & healthy work-oriented environment, boosting more employee participation and their contribution towards the success of the organization. As a result of the rapid transformations and alternations in the current world business environment, comprising of industrialisation, globalization & various innovative technological upgradations, the age-old traditional practices of the competitive advantage have become obsolete for getting success in current situations worldwide. The accelerated rate of increase in competition in today's healthcare sector therefore needs the enhancement of internal latent potential, and to achieve this, more prominent consideration is needed to be taken care of in the context of hospital & health care services-oriented business systems stressing upon the fact that employees act as the enablers for such systems to function. Therefore, management of the human resource as well as they themselves have now become one of the most crucial managerial aspect for attaining a sustainable & competitive position with respect to that of the competitors.

Numerous organizations need to change their logic with respect to human resources as asset not liabilities. Now-a-days the management of human resources has a lot more options to offer worldwide. (Hanif Khaki 2006). Company is now demanding for efficient human resource of the organizations for encouraging & retaining talent. The firms have learnt the necessity of maintain cordial relationship with the workforce that is a part and parcel of their existence. The reality is that Management of Human Resources bridges the gap between employee and employer and creates

good culture for work. Rose (2001) found job satisfaction as a bi-dimensional idea comprising of inward and outward satisfaction measurements. She additionally declared that natural wellsprings of fulfilment rely on individual attributes of the individual. Baburao (2009) studied the practices of human resource management being implemented in hospitals with an intention to find out its effect on the satisfaction level of the employees and found a significant positive link between these two.

The failure or success of any firm relies on individual level performance related to respective jobs. High performers can be helpful for achieving organizational objective (Dessler, 2010). The 'Performance' can be termed as the overall return that any organisation has from the individual behaviour related samples of every single employee during a particular time period. Performance of an Organisation can be rated by evaluating the performance and positive behaviour of employees. Traditionally job performance was seen as a solitary structure; however specialists now concur that performance in multi-dimensional parts.

More committed employees are more satisfied and show greater performance, less engagement in absenteeism & turnover (Meyer J. P, 1989). Traditionally job satisfaction focuses on individual feelings towards his job, but job satisfaction/ dissatisfaction depends on the expectation of an employee from which he was doing. Compensation plays vital role for the retention of employees in the organization. It includes monetary & non-monetary benefits which are better known as Total Rewards. These directly motivate the employee to produce better performance & achievement of personal goal along with the organization goal. Unique Performance & Reward Programmes make them more productive, more satisfied. A number of latent reasons are responsible for the employee turnover of an organization. Such causes for Employee Attrition should be identified. Some of the prime factors which result for Attrition are working conditions, non-aggressive remuneration, job person fit, Interpersonal relationship and work life balance.

## RESEARCH DESIGN AND METHODS

Two of the most reputed hospitals in the state of Odisha (India) were selected for the research study purpose- one being from the public sector & the other from private sector. The sample respondents for the study were identified & chosen by the use of stratified random sampling method. A sum total of about 484 respondents (i.e. sample of 261 sample respondents from the hospital of public sector and 223 respondents from the hospital of private sector constituting of administrative and HR staff from various departments, doctors and paramedical staff were chosen for their research study. A well-structured questionnaire instrument was utilised to get the primary data from the respondents with the use of various measurement scale – oriented instrument items referred from different past literatures (George and Jones, 1997; Fedler, 1999; Mowday et al. 1982; Tsaur and Lin, 2002; Podsakoff and Mackenzie, 1994; Moorman and Blakely, 1995; Williams and Anderson, 1991). Every single items of the various measurement scale categories representing all the attributes of the research work were first of all evaluated by going through their reliability & after that only, the refined survey questionnaire data were finally taken for the ultimate data analysis. The data collection was done in accordance with all the measurement scale items in a five-point Likert scale, with values ranging from ‘1’ indicating ‘strongly unfavourable’ response group of ‘5’ indicating ‘strongly favourable’ response group.

The collected data through the survey instrument were entered into the ‘IBM-SPSS-V-20’ data input spreadsheet for further processing. First of all the ‘Cross tabulation analysis’ were carried out to know the hidden background relationships between the respective study variables, without diverting away from the main study objectives. Statistical tests like ‘one-way ANOVA’ & ‘paired sample t-test’ etc. were used to make data analysis and draw some other important findings.

## RESULTS AND DISCUSSIONS

Clearly it can be seen from the details of Table-1 that majority of the sample respondents comprises of the ‘young employees (between the ages 21 years of 30 years)’ i.e. (33.7%). The segment representation of the ‘very old employees (above

50 years)’ is statistically the lowest proportion in the sample i.e. (8.9%). This tendency characterised the general pattern trend in the the in the health care sector in current scenario of India. The representation of the females (50.2 %) is almost same as that of males (49.8). This may be due to the reasons that, now a days jobs are equally distributed both for male and female. Similarly, the graduate and post-graduate respondents are almost same in proportion in the sample (48.6% and 51.4% respectively). This particular behaviour might be the result of the urban biasness due to the rising interest of the literate people to be a part of the research survey. Job position-wise analysis revealed that out of all respondents, the participation of doctors was little bit lesser (31.8%) in comparison to other administrative (34.9%) and paramedical staff (33.3%).

**Table 1: Employee Profile of Hospitals**

Parameters	Levels	Frequency	Percentage
Age	21-30yrs	163	33.7
	31-40yrs	144	29.8
	41-50yrs	134	27.7
	51-60yrs	43	8.9
Gender	Male	241	49.8
	Female	243	50.2
Joining Status	Officer	248	51.2
	Assistant	236	48.8
Qualification	Graduation	235	48.6
	Post graduation	249	51.4
Employee Category	Paramedical	161	33.3
	Administrative	169	34.9
	Doctors	154	31.8
Experience in Present Organization	Up to 3yrs	101	20.9
	3-6yrs	200	41.3
	6-9yrs	89	18.4
	9-12yrs	44	9.1
	12-15yrs	34	7.0
Total Experience	More than 15yrs	16	3.3
	Up to 3yrs	1	0.2
	3-6yrs	140	28.9
	6-9yrs	128	26.4
	9-12yrs	94	19.4
Type of hospital	12-15yrs	53	11.0
	More than 15yrs	68	14.0
	Public	261	53.9
Private	223	46.1	

The opinions of the concerned respondents in the sample were taken into consideration with respect to the hospital work environment in providing healthcare services for both types of hospitals and all categories of responses were compared in paired form (Public vs. Private) whose results are shown in the ‘Table-2’.

Table 2: Paired Sample t-Test Results

Study Constructs	Mean Score			Correlation Coefficient	t-value
	Public Hospital	Private Hospital	Gap		
HRM Practices	4.1275	3.9857	0.1418	0.177**	3.907**
Job Satisfaction	2.5722	3.7578	-1.1856	0.265**	-15.565**
Intention to Quit	2.8646	2.8685	-0.0039	-0.035	-.568
Negative Word of Mouth Communication	2.4610	1.9133	0.5477	0.085	7.865**
Organizational Commitment	3.4090	4.2870	-0.878	-0.102	-14.690**
Organizational Citizenship Behaviour	3.1253	3.8785	-0.7532	0.045	-17.850**
Job Performance	3.8008	4.2063	-0.4055	0.005	-6.843**

\*\* 1% Level of Significance

By taking reference from the above table, a comparative evaluation of employees' behaviour and their perception for HRM Practices of public hospital and private hospital was made for all the study constructs. In the table it was found that except HRM practices and negative word of mouth communication all other gaps were negative. That means, in public hospital, employees were in higher rating score side in comparison to private hospital for HRM practices and negative word of mouth communication. It was also observed that there is a significant as well as positive correlation between public and private hospital employees' scores for the characteristics like HRM practices and job satisfaction only. The gap was least for intention to quit and highest for job satisfaction. Again, looking at t-statistical values, it was observed that except the latent variable intention to quit, for all other variables the gap was highly significant, even at 1% level. This confirmed the existence of difference in work culture and employees' attitudes in two different types of hospitals in healthcare sector.

Table-3 presents the results of influence of employee categories (doctors, paramedical, and administrative staff) on all the constructs of study. It was clearly seen from table-3 that employee categories had no significant effect on any of the study variables in public hospital. That means, the top management of public hospital possibly creates one uniform work environment and climate in their organizations for all types of employees. However, in case of private hospital, it was seen that employee categories had significant impact on HRM practices. This difference might be due to

implementation of different HR policies for different employee categories in private hospital for the betterment of organization in future. Sometimes, it is also very much essential to adopt different HRM practices for different employees in one organization to achieve the pre-defined organizational goal in a better way.

Table 3 : One Way ANOVA Showing the Effect of Employee Category on Different Variables of Study

Organization & Different Constructs		F-Ratio	Sig. (p-level)
Public Hospital	HRM Practices	.973	.379
	Job Satisfaction	.382	.683
	Intention to Quit	2.148	.119
	Negative Word of Mouth Communication	.836	.434
	Organizational Commitment	.344	.710
	Organizational Citizenship Behavior	.416	.660
	Job Performance	2.788	.063
Private Hospital	HRM Practices	5.079**	.007
	Job Satisfaction	.110	.896
	Intention to Quit	2.829	.061
	Negative Word of Mouth Communication	.316	.729
	Organizational Commitment	.891	.412
	Organizational Citizenship Behavior	.572	.565
	Job Performance	1.216	.299

\*\* significant at 1% level

## CONCLUSION

Designing conducive work environment and achieving employees' job satisfaction are the two major thrust areas of emerging HR policy, which come as a major concern of both top management and administration in healthcare sector of India. The study on HRM practices and its relationship with job performance, job satisfaction, organizational commitment and citizenship behaviour in healthcare sector is now of utmost importance. The on-going evolutionary modification in the contest of economy of India, especially, the health sector of India badly needs the implementation of effective and efficient HRM practices. The various strategic planning and decisions should also consider the relevance of the different economic, competitive, regulatory, political, technological, legal and socio-cultural elements, along with the pros and cons of the service provider in the healthcare sector along other

attributes. This research study is carried out keeping in focus a broader view of the perception and attitude of the employees working for the various healthcare service providers in public as well as private sectors. Likewise, this study also provides a further scope to consider the opinion of the service receivers' (i.e. patients) which may immensely be helpful In formulating the best competitive strategy for quality oriented delivery of services.

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