Chapter-7

SUMMARY AND CONCLUSION

7.1 INTRODUCTION

This study addressed several issues in the work environment as they relate to two national level hospital units established at Odisha state of India; one was of public sector and the other one was of private service providers. Previous studies involved analytical investigations on study components of this research and in different business settings. In reviewing other studies for this analysis, there appeared to be an absence of discussion when describing the relationships between HRM practices, employee job satisfaction, employees’ organizational commitment, employees’ behavior of organizational citizenship, and job performance with the organizations in large public and private healthcare service sectors with different types of employee cadres and functional departments.

Human resource management (HRM) practices are the essential factors for improving employee performance in healthcare industry (Gile P. P, 2013). It has received substantial attention in recent research activities. There is a urgent requirement to develop systems approach of evaluating the structural and process dimensions and apply comprehensive model to analyze the relationships between strategic HRM and employee performance at micro and macro level. An effective implementation of suitable and timely HRM practices not only improves employee performances in hospitals, but also enhances the level of patient satisfaction in long run (Elarabi H. M, et al, 2014). Basically HR practices like recruitment and selection of staff members, training and development of employees are found to be major predictors of organizational performance in healthcare industry (Hameed S. A, et al, 2016). Top management team members of hospitals should develop appropriate human resource policy and emphasize on proper human resource practices to have higher level of employee satisfaction and build effective human resources (Rahman M, et al, 2103).

Specifically, the purpose of this study was to determine the affects of HRM practices for hospital employees on employees’ job satisfaction, employees’ commitment, citizenship behavior and performance in two different set ups, public and private organizations. Further, the study also checked if the differences in the opinions of different employee profiles in relation to all study variables exist. The three employee types taken in this study were: (a) doctors, (b)
paramedical staff, and (c) administrative staff. Employees’ experiences were also taken into consideration in both public and private hospitals. Again, the presence of mediating role of employees’ quitting intention on the relationship of job satisfaction and negative word of mouth communication was investigated separately for public and private hospital employees.

A 77-item survey instrument was initially considered in order to analyze the required relationships among different study variables. All the items for measurement were extracted from past literatures (Tsaur and Lin, 2002; Babin and Boles, 1998; Mowday et al, 1982; Podsakoff and Mackenzie, 1994; Williams and Anderson, 1991; Moorman and Blakely, 1995; George and Jones, 1997; Fiedler, 1993). Then statistical techniques were used to determine validity and reliability of the measurement scale items. From these analyses, almost all the dimensions’ scale items got reduced except HRM practices.

Data used for the study were collected through an employee opinion survey conducted in the beginning of year 2016, by personal contact approach at two hospitals, SCB (public) and SUM (private). Employee participation was on convenience time and voluntary. The final sample sizes of SCB and SUM were 261 and 223 respectively. Employees completing the survey were also asked to respond about their employee cadres and other profiles.

This research study was somehow exploratory in nature, done in the state Odisha of India. The study was mainly based on field survey covering two major hospitals located in two cities of Odisha state. The sources of data were mainly primary. Data were collected through one tailor-made questionnaire, with a view to measure the perceptions and attitude of employees about the study variables. Respondents (employees) were asked to give their opinion on a five-point Likert scale.

The data collected through fully tested instrument were processed through SPSS-20 and Amos-17. Cross tabulations are made to understand the underlying relationships among the variable keeping the broad objectives in mind. In order to test the significance of the mean differences of two variables, paired sample ‘t’ test was used. Then, to know the existence of variance in outcome variables of study, one way ANOVA technique was applied. Further, regression analysis was primarily used for testing of formulated hypotheses. Lastly, through structural equation models the complex relationships among various variables of the study were investigated.
7.2 Major Findings

One of the major and significant contributions achieved in the present study was the combination of all relationships as they pertain to HRM practices (HRP), job satisfaction (JS), organizational commitment (OC), organizational citizenship behavior (OCB), intention to quit (IQ), negative word of mouth (NWM), and job performance (JP). The present study found few strong and little poor relationship throughout the model in most of the hypotheses tested, while analyzed separately for public and private hospital employees. However, in overall, except the relationship between HRP and JP, all others were found to be significant. At this backdrop, the followings were the major findings of the study as perceived by the employees of both public and private healthcare service providers.

- Most of the sample respondents were from age of 21 years to 40 years, having job experiences of 3 to 6 years.
- Employee qualification and joining status play no role in choosing public or private hospitals to work with. However, experience matters a lot.
- Employee perception on HRM practices was found to be higher in public hospitals as compared to private hospital.
- However, in private hospital, the level of organizational commitment and job performance were found to be higher in comparison to public hospital.
- In both public and private healthcare service providers, employees’ attitude on negative word of mouth communication was found to be least.
- From paired sample ‘t’ test it was found that the gap between public and private hospital employees’ job satisfaction level was highest and public hospital employees were more satisfied in comparison to private hospital.
- Age of the employees in public hospital had significant impact on job performance, where as it had impact on HRM practices in private hospital. Joining status and employee qualification had almost no impact on the any of the study variables of both type hospitals.
- Types of employees in private hospital had influence on HRM practices, where as in public hospital, the experience in current organization had impact on this variable.
• In private hospital, total job experience of employees had significant influence on HRM practices and organizational commitment.

• Through regression analysis, it was also found that, all the employees taken together did not show any variation in their job performance due to HRM practices; rather HRM practices had significant impact on organizational citizenship behavior.

• It was also seen that job satisfaction had no effect on employees’ quitting intention, but this quitting intention had mediating role in the relationship between job satisfaction and negative word of mouth communication.

• Through simultaneous analysis (SEM), it was also confirmed that HRM practices had no impact on job performances, but it had influence on organizational citizenship behavior.

The quantitative analyses related to hypotheses tests which were used to draw the major findings are briefly described in table 7.1.

<table>
<thead>
<tr>
<th>Research Hypotheses</th>
<th>Statements of Hypotheses</th>
<th>Public Hospital</th>
<th>Private Hospital</th>
<th>Total Sample Respondents</th>
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<tr>
<td></td>
<td></td>
<td>Results</td>
<td>Remarks</td>
<td>Results</td>
</tr>
<tr>
<td>H₁</td>
<td>HRP affects JS</td>
<td>B= -0.25</td>
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<td>B= -0.03</td>
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<td></td>
<td></td>
<td>p &lt; 0.01</td>
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<td>p &gt; 0.05</td>
</tr>
<tr>
<td>H₂</td>
<td>JS affects OC</td>
<td>B= -0.07</td>
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<td>B= -0.02</td>
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<td></td>
<td></td>
<td>p &gt; 0.05</td>
<td></td>
<td>p &gt; 0.05</td>
</tr>
<tr>
<td>H₃</td>
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<td>B= 0.120</td>
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<td>B= 0.031</td>
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</tr>
<tr>
<td>H₄</td>
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<tr>
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<td>p &gt; 0.05</td>
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<td></td>
<td></td>
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<td>p &gt; 0.05</td>
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<tr>
<td>H₇</td>
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<td></td>
<td>p &gt; 0.05</td>
<td></td>
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</tr>
<tr>
<td>H₈</td>
<td>IQ affects NWM</td>
<td>B= 0.497</td>
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<td>H₅'</td>
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</table>
Based on the above results of hypotheses tests and SEM analysis in chapter 6, the proposed conceptual models are now modified to final empirical research model both for public and private healthcare service providers as given by fig 7.1 (a) and 7.1 (b). Figure 7.1 (a) represents the modified relationships among HRP, JS, OC, OCB, and JP. Figure 7.1 (b) represents the evidence based relationships among JS, IQ, and NWM.

Fig 7.1 (a): Final empirical research model (Effect of HRP)

![Final empirical research model (Effect of HRP)](image1)

Fig 7.1 (b): Final empirical research model (Effect of JS)

![Final empirical research model (Effect of JS)](image2)
7.3 Managerial Implications

The emerging changes in the Indian economy, especially, the Indian healthcare sector calls for adoption of efficient and effective HRM strategies. The strategic decisions should take into account the relevant competitive, economic, political, regulatory, legal, technological and socio-cultural factors, in addition to the strengths and weaknesses of the healthcare service providers, among other factors. The efficient and effective HRM strategy should encompass employee competitiveness, improved service quality, and process innovation. In the light of the research findings, the followings are few managerial implications for better HRM strategies of both public and private hospitals in India.

- It is important for the healthcare service providers to improve the HR policy dimensions for achieving better level of job satisfaction among the employees. Effective implementation and monitoring activities of HR practices are highly required for organizational growth.

- Most importantly, since the perception of employees in relation to negative word of mouth communication is highly linked with job dissatisfaction through quitting intention, proper employee counselling activities have to be adopted and employee motivation programmes are to be frequently organized in healthcare service industry.

- To achieve high degree of commitment in the concerned hospitals, employees have to be satisfied related to their job environment.

- Hospital employees feel that they are the brand ambassadors of their organization mostly because of suitable HRM practices adopted and feeling of high commitment. High level of citizenship behaviour is the major factor for delivering quality service.

- HR practices should not be oriented to the job performance of employees; rather these should be restructured for employee welfare, satisfaction, commitment and their retention in long run.

- Appropriate exit interview has to be implemented while an employee wants to quit, so that there will be lesser chance to spread negative word of mouth communication in the healthcare industry.
7.4 Scope for Further Research

The present study is concerned with a broad picture of employee perception and attitude providing healthcare services in public as well as private sector in India. Similarly, the service takers’ (patients) views in this aspect could be considered. In this study there is no comparison of how the employees perceive the patients’ expectations relating to various parameters of healthcare services, so that suitable strategies for quality delivery of service may be established. This would have provided a new direction for policy makers in hospitals, which needs further research. For analysis of HRM practice impact on job performance other valid and reliable survey instruments might be used, which needs further research and huge literature review. Similarly, another application of the present survey instrument can be studied by grouping the employees with more varying life styles. Further, an analysis of hospital characteristics in different clusters may reveal attributes that are critical for ensuring higher effect of HRM practice in designing a competitive strategy. The present study can also be conducted in other types of service sector like telecommunication, hospitality and tourism.

References


