INTRODUCTION

1.1 The Prologue

Human being is the superior most creation of Almighty because they can think, perceive, react and dynamic. Therefore human resource if can be channelized effectively with purpose it can cause wonders. Management of such resources to achieve goal in any organization herculine task and remain ever challenging. Utilization of such resources specially in organization like hospitals where life and death situation cause lot of stress in all category of personal ever more challenging. The challenges multiplies due to first changing medical technology and extending geometrical proportion to match human resource continuously. The scenario of such challenges do different in public and private hospital.

Human Resources are the backbone of an organization. Human Resource Management is a way of thinking about the people who works in the organization. It also adopt the new way of thinking a how these employees should work to be more productive. Now a days it is accepted at employee as an as set of the organization to achieve the organizational goal. Human Resource Managers recognized the investment in plant machinery is having same value as the investment in human resource. HRM can be effective of every staff identify his or her potential & contribute his potentialities towards the growth survival of the organization in a competitive world (Goyal, 2005)

The need o HRM is felt in order to accomplish the organizational objectives through people. The objective of HRM is to ensure organizational success through competent workforce this can be possible if the organization performs all HR Practices such as recruitment, selection, performance appraisal, training & development talent acquisition & Management, career planning, motivation of employees, leadership (Gupta 2012)

The organizational objective can be achieved through the motivated workforce. The rapid increase in globalization has created competitive environment which requires motivated, skilled workforce to service these competition markets. Organizational flexibility is also required for survival casement satisfaction & retention of skilled employee in the organization these it is now very challenging aspect for HRM to retain the highly skilled & multiples compete
lies employee than in the past. Employee commitment and loyalty to the organization is also vital for the productivity of the organization it is challenging a problematic for human resource Management. It is a challenging job because of dynamic nature of human element.

Human resources comprise of a large number of individuals of variance gender, age group, socio religious, socio economic groups of diversity in educational qualification. Each individual who works in the organization is having various needs, goals. Attitudes, experiences psychological traits, thus each individual is not having similar attitude to accept the work in a positive manner & shows the commitment towards the organization- all individuals working in the organization are having some characteristics similar to some extent but also having dissimilarity in traits A person is a social being. So apart from biological inheritance he/she is also needs interactions with environment to exist. A person behavior is the impact of his family background. Educational qualification, experience, religious influence etc & also influenced by the various organizational elements such as authority relationship, leadership informal relationship. Supervision, organizational goals, policies. The quality of the organization depends upon the quality of talent acquisition by the organization (Gupta 2012)

The goal of HRM function is to create work environment which recognize the employees which in return receive recognition & Praise (Roth & Chifton 2004). The goal of HRM is to create an environment where staff development & continues learning will be carried out to provides support the organization’s mission. Most high level managers always prepare the strategy to retain the employees for a longer period.

High commitment HR Practices affect employee commitment includes. “Staffing, development, performance appraisal, competitive and equitable compensation, comprehensive training development activities” (Whitener, 2001,P.517)

Considering the substantial cost associated with tern over employer need to implement HR practices reduce turn over as much as possible.

1. Strong belief on organizational goals.
2. Willingness to perform on behalf of the organization
3. Desire to become the member of the organization
   (Porter et al, 1974)

Highly committed people are generally engaged in more citizenship behavior a shows higher job performance in the organization (Taros 1997)
Steers (1977) found that organizational commitment is strongly and positively related to intent to stay in the organization. These it is negatively related to turn over intention.

Intention to quit is the psychological process that an individual thought of due to job dissatisfaction, not receiving the desired outcome it is the last step to actual quitting & before reaching this step an employee might have come across several decisions to reach at this level. Low levels of job satisfaction, work environment, work cultures, lead to the initiation of the thought process.

All turn over are not bad for the organization. It is a natural part of organization operation, turnover provides opportunity to hire more talented employee having new ideas. Skills, experiences, attitude a personalities. It also help to replace the Non productive worker with more productive worker. There are many causes with are potential for turnover & are related to HR practices. They are poor supervision, high stress, low pay, in adequate training no chances of development, poor communication practices (Mushrush, 2002), thus leader must have good communication & line of supervision with the subordinate so that they can easily address the above issue in consultation with HR Manager before an employee get frustrated & take decision to quit.

It is found that satisfied employee have better health and live longer &esser anxiety which encourage them to be more creative committed and productive & this is also required to form a good environment in this organization. These it is beneficial for society as a whole. A satisfied worker cab be more productive due to less absenteeism, more commitment, positive attitude towards work, good work cultures, enthusiastic, optimistic, less medical cost. Goal of high job satisfaction for employees can be explained in terms of both financial and social responsibility (Robbins, 1998)

Job satisfaction has been defined in a numerous ways.

**Vroom (1964)** defined job satisfaction as the positive attitude of an individual towards the role which he/she is playing in the organization.

**Hackman and Oldham (1975)** Define the degree to which an employee is satisfied with his job.

**Cherrington (1994)** researcher found two aspects to understand the job satisfaction i.e fact satisfaction & overall satisfaction.
Organization commitment is a psychological construe of an employee which bound him to became a member of the organization.(Mathieu & Zajac ,1990)

Organizational commitment is the strength of a individual his involvement in a specific organization. It can be characterized by three factors:

Role of people which is very vital for the accomplishment of organizational goal performance of the employees required to sustain in the competitor market researcher focuses in developing human resource management. The employees performance is complex and demanding employees need to understand what he expect from the employees and the employees should understand his job what to perform satisfaction commitment, and working Environment  is the pioneer of the discuses of the organization past review underlined the significance of having incredible quality open can undermine partners certainty poor HRM practices can be the significant reason for and poor practices are not likewise helpful for creating and supporting cheerful job satisfaction job satisfaction can be full of feeling reaction to the employment either completely worldwide Fulfillment or as to specific perspective i.e pay supervision and so forth (Tett,meyer and jahn 1993).

The most essential variables that decide the employee satisfaction is the satisfaction with pay as found by (wallac and schwab(1974) reported that it is positively related to expectation of pay for the work done job satisfaction is directly or indirectly related to enhanced in work performance, lower rates of absenteeism high level of employee motivation lower the turnover(Bagley & Czajka,1993,Tharenael 1993) an individual principal choice of employment can help to give meaning to his own existence & take care of daily life. So, if this is poor satisfaction an individual will search for other opportunities for his existent 7 satisfy basic need.(Hackman & Oldham 1976).

Subsequently the care service market focuses on buyer than seller (Lee, chen, chen and chen,2010) with the developing rivalry and progressively business condition there lessening in capacity to understand and future anticipate of environmental requirements of organization. Organization needs employees who will move beyond the desired expectations. (Morrison,1994 as litedin sahafi, et al 2013)

The peculiarity of health care system has increased the requirement of OCB hospital need to train the employees to put effort to discharge the duties efficiently & also to put extra effort where & when required by the organization citizenship behaviors is most required and
more essential in hospital as patients require unique care & positive behavior of medical & non
medical professional working in the hospital OCB has play the role to strengthen morale and
betterment of patients (Mardani –Hamole and Heydari,2009) research proves that citizenship
behavior help to achieve organizational goal through improving performance of the employees
in the hospital (clue et al 2005) OCB will help to increase service efficiency, support as client
satisfaction.

Human resources are considered as capital to an organizations as it is encompass with
abilities, skills, talents, motivation, personalities, with lead to outcome of various performances
required for the organization .Due to the crucial performance management can serve the very
purpose by standardizing leadership across the organization, codifying best practice and
establishing minimum levels of leadership activity. It forces leaders to communicate regularly
with their employee which is a direct factor in developing and improving the trust that has a
tremendous impact on business success.

Moreover the growth, development and expansion of the organization is highly
exceptionally subject to their performance. The performance management system should address
both the task that need to be accomplished and the approaches on behaviors that the company
wants its employees to use. It should enable supervisor to prioritize work and recognize top &
bottom performers. It should build on a set of strategic goals and objectives that clearly
consistently cascade to the operational team and individual levels. At minimum leaders must be
able to clarify inspections, set objectives, identify goals, review result & provide feedback. The
performance management. Process should also allow supervisors to adjust objectives based on
changing organizational priorities and resources, and to directly address employee professional
development, critical because continuous bearing is key to improving performance.

These days health care organization confront comparative rivalry challenges like other
institution i.e bank, telecommunication, insurances etc. where client demanding for superb
quality services at competitive prices and conveyed with Politeness & courtesy .they are more
demanding to get good hospitality services at competitive prices. Health care institution is now
patient centre, where emphasis is on customer oriented marketing (Chao Chan, 2011). Because a
Specialist has been employed utilized by the hospital for a long time, it does not imply that his
patients, lab work or demand are any more important than those of different specialist of
different individuals from the staff.
The HR Department in different health care organization have executed a few functional changes by conduction review of operation. Of these talent management has fundamental significant these attracting, retaining the talent and avoiding them looking for better opportunities become a major challenge for HR professionals in the health care sector. Thus considering the overreaching realities the health care organization must give priority to the talent management rather than traditional Hr Practices they must pull in and hold qualified potential & efficient staff to guarantee quality care. They must Monitor & evaluate the employee’s competency to screen their values, they must ensure that every manager in the health care sector should promote the leadership role in talent management.

Leaders must create a vision, motivates their workforce identify and remove obstacles and create and sustain high performing teams. They must be able to resolve conflict and drive cultural change. They must be able to clearly communicate to organizational priorities. the reasons why those priorities are important and expected outcomes if those priorities are met on conversely if missed. They also had standardized tools & procedures to ensure equity and fairness across the organization.

The various factors i.g. the nature of relationship with their supervision the quality of physical environment in which they work, the degree of satisfaction of the work, association with the supervision & Soon.

It is important to notes that job satisfaction has a correlation with the performance of an employee. The job satisfaction & Productivity might be impacted by various variables that is the reason it is portrayed that happy. Satisfied worker is more productive. The connection between job satisfaction and performance is consequence of Relationship between Leads. & Subordinates so. The level of interaction shows the degree to Which an individual is satisfied with the job. There are other factors with influence job satisfaction are the style. Self governance in work empowerment, Culture, involvement in work. When one sees at the work life of medical Professional is shows that the duly performance of such persons affect their private Life.

Patient is the medium of contribution to a hospital nurse’s satisfaction is empathetically connected to patients and to nature of care. Patient satisfaction is a state of mind, man’s general orientation of human services a experience from health care services job satisfaction is a vital segment of hospital staff experience that can effect on patients safety, security, nature of a care maintenance & Turn over ,commitment to the organization, staff spirit, productivity and
performance and the profession with extra replacement cost and future Endeavour to contact and orient new staff.

Satisfaction like many mental ideas is to understand but difficult to characterize it. Needs are necessity in hospital sitting base to the organization, subsequently their performance will be better.

India has been in the cutting edge of different global developments in the health. In general the Indian health care industry is experiencing a more and going to see huge changes in the way of health care and role of different players in the business. The social insurance benefit situation in India is required to advance into more created stage. With this more management of human resources in health is a major challenge to health system development in India. This leads to the planning & utilization of health care personnel in an effective manner to face all the critical situations & future upcoming threats.

Today the organization is confronting real difficulties regarding employee retention. Changing consumer inclination, work force difference, cross cultural interactions innovation, technological threats, still competition, changes in government policies. The need of great importance is making groups and cultivating multi skill & abilities among them while keeping up high values of accomplishment. Sound organization climate leads to the prompt work fulfillment of the employee in the organization. Satisfaction of a person from the job is viewed as one’s emotions or perspective with respect to the nature of the work assigned. According to locks (1976) job satisfaction is a condition of feeling while at the same time performing the assignment. Job satisfaction is influenced by job satisfaction is commonly identified as multifaceted term which comprises of intrinsic of element of job. Intrinsic job satisfaction elements are derived from career development. Work itself and the various opportunities for growth. Development where as extrinsic Job satisfaction elements are derived from compensation, work recognition reward. Relationship is co-workers .supervision (spector, 1997) Like employee satisfaction, customer satisfaction is also key element to retain customers as well as retain employees in the organization. job satisfaction in staff nurses should be of great concern to any health service organization (Branon,1990). Job satisfaction is concerned to personal attitude and commitment of the employee to the organization.

Porter et al(1974) defined organizational commitment as a strong belief in and acceptance of goals .objectives of the organization and readiness to put effort for the accomplishment of organizational goals as well as the strong desire to become member of the
organization. Employees whose needs are satisfied by the organization are more committed the organization (kabenel etal 1977).

Commitment emphasizes the attachment to the organization and satisfaction emphasized on the outcome from the specific job assigned to him (Mowday, steers & Porter 1979)

HRM practices impact in organizational performance by making an effect on employee inspiration. states of mind, ability, aptitude, motivation (Delaney and Huselid 1996). When an employee find satisfaction in their work they become more committed to the organization & develop positive attitude which help them to contribute the scope of HRM is very wide. It is concerned with organizing human resources in such a way that talent of employee can be maximum utilized in the workplace ensuring personal satisfaction. Those HRM considers economic, social, psychological, problems of peoples at work (Acqinas, 2011)

An attitude is inward feeling of an individual which is expressed by his behavior; it comes out from feeling to action through his behavior. Attitude is like the minds paint brush which colours every aspect of his life. Human behavior is directly affected & Influence by the attitude of an individual. Every human being is having various viewpoints. Need from this work assigned to him. They have different attitude towards their job career & organization. Positive attitude toward the job makes an employee more productive. Career oriented more committed towards the accomplishment of organizational goals. The most focal employee attitude is closely related to its job satisfaction of the employee (waters & Roach, 2003)

Job satisfaction is an attitude or mental feeling of favorableness of an individual about his job. It is the pleasure on contentment associated with a job. An employee can be satisfied if he compares the desired out come with the actual outcome.

The human resource specialist will be looking for the administrative aspect of people management in the other side he/she will be involved in the business planning process. His role is very vital in the business planning process as without human resource they strategy has no value. The objective of HRM, Therefore are many and varied from different.

1.2 Research Problem and Research Questions

The Human Resource Management is the process of facilitating people to acquire competencies and capabilities for the present and expected future roles. It not only develops the individual capabilities but also unveils and taps their hidden potentials, further developing
themselves and their organizations. The needed personal competencies would include knowledge, attitude, skills and values.

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 bereft with problems. Human resource plays a significant role in the effective performance of a hospital.

Organizations need to build on the existing competencies of the employees so that they would continue to provide high quality services keeping abreast of the ever changing needs and newer challenges. HRM in the hospitals entails specific roles and activities that would garner the power of people and intensify their motivation. While doing so, HRM in hospitals persuades them to reach fulfillment in and through work and leads them to achieve the goals of the institution. To a great extent, success of a hospital depends on the quality and work efforts of its personnel. Hence HRM is of critical importance in the efficient functioning of hospital.

Many researchers conducted their researches to determine the relationship between Human Resource Management (HRM) practices and Employee Performance in developed countries but few studies have been conducted in developing countries like India. Again, in India, most of the empirical researches in this area have been done in the industries like, banking, insurance, telecommunications, steel, textile, etc. There exists very less evidence in the service sector like health care industry. From the study conducted by Hassan. S, 2016, it was found that HRM practices like, Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement have a positive impact on employee’s performance. Hence, it is proved that independent variables contribute positively towards change in the dependent variable. HRM practices like recruitment, selection and compensation strategies have positive correlation with employee performance (Mohammad A H et al, 2014).

HRM practices that are under the control and responsibility of supervisors and managers, have positive impact on job satisfaction and organization performance (Begum F W et al, 2016). Job satisfaction and organizational commitment are the leading issues in Human Resource
Management, Psychology and organization oriented studies. Both the attitudes are mutually interrelated and interdependent which influence each other (Rehman K, et al, 2013). Organizations are mostly interested in retention of employees. This need of organization makes job satisfaction and organizational commitment as more interested concepts to judge the behavior of employees who are essential for the organization. Job satisfaction and organizational commitment are the important concepts that determine the attitudes of employees at the workplace (Shah F T, et al, 2014). At present, the study on the relationship between job involvement, organizational commitment and organizational citizenship behavior are of major issues in hospital sector. Study done by Saxsena S, et al, 2015 found that there is a significant impact of Job involvement and Organizational commitment on organizational citizenship behavior. The results of the study showed that organizational citizenship behavior significantly predicts job performance in healthcare organizations. However, social capital found to be a significant mediator between organizational citizenship behavior and job performance (Basu E, et al, 2017).

The process of effective people management is nothing but cultivating effective work environments, enhancing employee participation and contribution to the organization's success (Begum F. Wahidha, et al, 2016). Very less research studies have been conducted till today on the relationship between HRM practices, job satisfaction, and employee performance in a service sector of India. Furthermore, little research evidences are available which compares the perceptions employees working in both public and private sector hospital industry.

Due to rapid changes and modifications in the business environment, consisting of globalization and different technological innovations, the traditional strategies of competitive advantage are not enough for success in today’s situation (Savaneviciene A, et al, 2012). The increasing rate of competition in healthcare industry therefore requires the development of internal potential, and for this, greater attention is to be given in hospital business systems emphasizing that employees enable these systems to operate. Hence, human resources and their management has become the vital managerial aspect in achieving sustainable competitive advantage. Very less research studies are done in Indian healthcare business systems, in which this type of analytical investigations is properly done.

The major concern should go towards the goal of competitive advantages through the higher level of employee perception about HR polices and their positive mindset. Therefore, it is the need of hour in Indian hospital industries, to properly understand the reasons of employees’
intention to quit from present organization and their mentality of spreading negative word of mouth. Most of the private hospitals do not feel the good results of properly managing its human resource and therefore leave policies to line managers and board of directors to handle, who are in fact non-HRM experts to implement HR strategies, policies, processes, programmes and practices. The worth of properly human resource management practices is therefore lost in private hospitals of India and its impact on employee morale and performances may take reverse turn.

At this backdrop, the major research problem investigated in the study was gathering information about the employees of both public and private sector healthcare service providers in India. The major effects of perceived HRM practices leading to job satisfaction have to be analyzed in health care sector. The validity of the outcomes of job satisfaction, like organizational commitment, citizenship behavior & job performance are to be analyzed. Again, the effect of employees’ job dissatisfaction on negative word of mouth communication, for the formulation of future HR strategy in health care sector have to be studied.

This study seeks to address these following research questions:

- Do levels of employee perception on HRM practices and job satisfaction differ based upon employee profiles and service provider types?
- What is the nature and strength of relationship between HRM practices adopted and employees’ job satisfaction in hospitals?
- How job satisfaction affects in reverse direction for spreading negative word of mouth communication?
- What is the role of employees’ quitting intention in establishing the relationship between job satisfaction and negative word of mouth communication?
- Are there any relationships exist between job satisfaction, organizational commitment and citizenship behavior?
- Does a suitable HRM practice in hospitals create an improvement in job performances?

1.3 Relevance of the Study

Hospitals, as one of the healthcare organizations face continuous pressure to become productive and innovative and to provide quality healthcare. As new diseases are outburst,
number of patients is increasing day by day. It is imperative to have sufficient number of nurses and they have to play an efficient role in the hospital.

High level of efficiency is evinced from the way the professionals are treated in any institution. Many studies in the past prove and demonstrate that often they are not taken care well in the hospitals. They undergo much of personal and professional stress. Carrying heavy patient loads while lacking sufficient autonomy to implement procedures and make decisions is an experience of frustration for them. Frequently nurses feel that they did not have the skills or knowledge required of them to face difficulties like higher workloads. Frustration in the job and difficulty in dealing with stress cause personal and professional discomfort. Nurses appear to be leaving the hospital in search of less stressful environs with better schedules. As the threat of a nursing shortage looms ever larger, employers, policymakers, and researchers alike are interested in learning how nurses could be retained in the workplace.

HR department of the hospitals aims at achieving better job attitudes of nurses. They adopt various HRM practices such as recruiting the best candidate, updating their knowledge and skills by providing them proper and adequate training and offering them monetary and non-monetary rewards in the Hospitals. These practices can improve their attitudes towards job. Better attitudes towards job are expressed in job satisfaction and organizational commitment. If they have better attitudes, they are motivated to have better job performance. Their commitment increases. Better job performance boosts the reputation of the hospital, as well. Therefore, this is an abundant responsibility of the HR management to ensure a high level of satisfaction of nurses.

Chennai is a city with many private hospitals that have well-established HR departments. They have well qualified HR managers, who devise and design suitable HRM practices for the various groups of hospital personnel like doctors, nurses, administrative staff, maintenance staff and the like. Therefore, it is crucial to analyze the nature of HRM practices framed and adopted by private hospitals in India, specifically for nurses and doctors. The extent of the impact of the specific HRM practices such as recruitment and selection, training and development and reward and benefit on job satisfaction and organizational commitment of the hospital employees was the main area of the present study. The study has also attempted to probe into the outcome of such impact on both job performance and intention to quit the job.

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. A systematic and comparative study on relationship between HRM practices and Job Performance in two best public and private hospital of Odisha in this context 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 both public as well as private 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.

1.4 Present Research Study Objectives

Based on the review of research articles and analyzing the gaps in the research, this study intended to achieve following specific objectives derived from the broader purposes:

- To investigate the link between HRM practices & job performance by examining employees’ job satisfaction, organizational commitment, organizational citizenship behavior in both public & private sector hospital in India.

- To examine and compare empirically, the impact of human resource management practices on employees’ job performance between public & private sector hospital in India.

- To find out the mediating role of employees’ quitting intention in the relationship between job satisfaction and negative word of mouth communication.

1.5 Conceptual Model and Formulated Hypotheses

![Proposed conceptual model showing the effect of HRP](image-url)
Based on past literature review, in the current research study, an integrative conceptual model was proposed to assess the impact of human resource management practices (HRP) and job performance (JP), [Figure1.1 (a)]. This model consists of human resource management practices taken as the initial independent variable and job satisfaction (JS), organizational commitment (OC), organizational citizenship behavior (OCB) & job performance (JP) as the outcome variables.

Again, another proposed model was also taken showing the relationship between job satisfaction, negative word of mouth communication (NWM) and employees’ intention to quit (IQ), [Figure1.1 (b)].

**IV: Independent Variable, DV: Dependent Variable, MV: Mediating Variable**

![Proposed conceptual model showing the mediating effect of IQ.](image)

**H₁**: Human resource management practices exert a significant impact on employees’ job satisfaction in healthcare sector.

**H₂**: Job satisfaction is having a significant impact on organizational commitment.

**H₃**: Organizational commitment has a significant impact on organizational citizenship behavior.

**H₄**: Organizational citizenship behavior creates significant effect on employee job performance.

**H₅**: Human resource management practices exert a significant impact on employees’ job performance.

**H₆**: Employees’ job satisfaction has remarkable influence on negative word of mouth communication.
H₇: Employees’ job satisfaction has significant effect on quitting intention of hospital employees.

H₈: Intention to quit of hospital employees has significant effect on negative word of mouth communication.

1.6 Research Methods and Design

For the purpose of the study, two best performing hospitals of Odisha state in India, namely SCB from public sector and SUM from private sector, were selected and the respondents were selected on the basis of stratified random sampling. In the first stage of sampling, all the employees of hospitals were stratified base on their current position and then within each stratum, sample employees were randomly selected referring random number table. A total of 484 sample respondents (261 sample respondents from public sector hospital i.e. SCB and 223 sample respondents from private sector hospital i.e. SUM) comprising of doctors, paramedical staff, HR and administrative staff from different departments were selected for this study. Initially 600 samples were planned covering 300 employees each of both private and public sector hospitals. Because of less accessibility to employees, unwillingness of the employees to provide data, time and budgetary constraints restricted the sample size to 484.

A structured questionnaire was used to collect data from the sample respondents having measurement scale items derived 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), whose detail description is given in chapter 3. All of the measurement scale items under all dimensions of the study were first tested by checking their validity and reliability, and finally the modified survey instrument data were taken for final data analysis. All data were collected with respect to all scale items in a 5-point Likert scale, ranging from 1 indicating strongly unfavorable response category to 7 indicating strongly favorable response category.

The data was collected both from primary and secondary sources. The primary sources include data collection through the use of structured questionnaire and interaction with key personnel of both the hospitals. The data from the secondary sources include research journals, books, magazines, websites, etc.
The data collected through survey instrument were entered into an Excel spreadsheet and then transferred to SPSS-20 data sheet for further processing. Cross tabulations were made to understand the underlying relationships among the variable under study keeping the broad objectives in mind. Statistical tools like chi square test, paired sample t-test, one way ANOVA, simple and hierarchical regression analysis, etc were used to test the formulated hypotheses and draw some other important findings. Finally, for structural equation modeling purpose, Amos-17 software package was used. Structural models were developed and tested on the basis of Confirmatory Factor Analysis (CFA), after studying measurement models.

1.7 Scope and Limitations

While this study proposed to investigate the relationships between various aspects of HRM practices in healthcare service sector and employees’ job satisfaction, constructs such as organizational commitment, citizenship behavior, and job performance, etc., the moderating effects of different socio-economic profiles and employee lifestyle on these above mentioned relationships were not specified in the model. As is common in the literature, this study assumed the predefined relationships among the study variables and analysis was done accordingly. This study looked at the functional and psychological aspects of hospital employees in maintaining their job and delivering medical services to the public.

The sample for the study was 484 employees of two hospitals located in two cities only, which may not be a proper representation of the population. Because of paucity of time and cost, the study was done with a small sample base, hindered the generalization of the results. Though the samples were selected through a random method, but due to non-cooperation from the respondents, finally data were collected from respondents selected through purposive sampling to represent the customers in age, sex, education, and occupation variations. Most of the data were collected from hospital employees during their work delivery, and that is why respondents could not perfectly internalize the importance of the survey. Similarly, the conservative attitudes of the female and aged respondents created inappropriate data content of those groups in the sample. Lack of earlier researches in this field in Odisha state, restricted the scope and direction of the present study.

1.8 Summary

In this chapter, the major objective was to highlight the importance of healthcare service company operations in general. At present, in India, healthcare industry has been growing over
the years. This chapter also discussed about the need of changes in the context of modernization of HRM practices and its impact on various aspects of hospital employees. Such impacts indicated about the broad research problem for investigation. The section delineates the relevance of the broad research problem and establishes its significance. While having the broad problem into consideration the effective scope and limitation of the study was also highlighted in this section. The section delves into various research models existing and proposed conceptual model for the research. The conceptual models guide the formulation of the various hypotheses taken in this study. Eight distinct hypotheses could be derived to be tested. The methods and design of research adopted in the study was also discussed in this chapter.

1.9 Thesis Structure

This thesis is fragmented into following chapters as mentioned below:

**Chapter-1** deals with introduction to the topic under investigative analysis, broad research gap & problem, significance of the study, research study objectives, conceptual model, formulation of hypotheses, research design and methods adopted, scope and limitations of the study, and various operational definitions of study constructs.

**Chapter-2** delineates a through past literature review related to the present study.

**Chapter-3** highlights about survey instrument design & measurement scales used for all the variables under study along with its reliability and validity tests.

**Chapter-4** discusses the conceptual framework and theoretical bases for all the variables used in the final study.

**Chapter-5** presents an evolutionary scenario of growth and progress of Indian healthcare service industry. It also discusses about the two major hospitals taken for the study.

**Chapter-6** describes all types of descriptive frequency data analysis and interpretation, details about the inferential statistical data analysis and interpretation of the various tests conducted for different hypotheses as outlined in the previous chapters, and finally the results of investigation of model building for the study, validated through structural equation modeling.

**Chapter-7** presents the summary of findings, managerial & policy implications and future direction of research.
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