

**A STUDY OF HUMAN RESOURCE MANAGEMENT PRACTICES & JOB
SATISFACTION OF EMPLOYEES OF SMALL HOSPITALS OF LUCKNOW, U.P**



THESIS

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**DEPARTMENT OF RURAL MANAGEMENT
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DECLARATION

I **Laxmi Rajak**, student of Ph.D. hereby declare that the thesis titled “**A Study of Human Resource Management Practices & Job Satisfaction of Employees of Small Hospitals of Lucknow, U.P**” submitted for award of the degree of Ph.D. to Babasaheb Bhimrao Ambedkar University (A Central University), is my original work which I have completed under the guidance and supervision of **Prof. Kushendra Mishra**, Department of Rural Management, School for Management Studies, Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow. I hereby declare that this thesis is based on original work except for quotations and citations which have been duly acknowledged. I also declare that this thesis or any part thereof has not been submitted to any other university or institute for award of any other degree or diploma and I also undertake that the thesis is essentially free from all kinds of plagiarism.

Date: 25/01/2019

Place: Lucknow



(Laxmi Rajak)

Research Scholar

Enrollment No.: 861/13


CERTIFICATE

This is to certify that the thesis titled “**A Study of Human Resource Management Practices & Job Satisfaction of Employees of Small Hospitals of Lucknow, U.P**” submitted by Laxmi Rajak is an original research work and has not been previously submitted in part or full for the award of any other degree or diploma degree to any other university.

The thesis submitted Babasaheb Bhimrao Ambedkar University Lucknow satisfies all the requirements as stipulated in the Doctor of Philosophy (Ph.D.) regulations-1999 as amended in 2008/2010/2013 and it is fit for submission and evaluation for the award of the degree of Doctor of Philosophy of the university.

Date: 25/01/2019


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Head of the Department
25/1/19

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LAXMI RAJAK

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EXECUTIVE SUMMARY

The present research investigates the Human Resource Management Practices and Job Satisfaction of employees of small hospitals of Lucknow. This chapter not only introduces the concept, impact and features associated with human resource management but also job satisfaction that affects the performance of employees. This chapter presents a bird's eye view of research problem, research questions and research objectives, a brief introduction of the conceptual framework of the study, significance of the study and introduction of the methodology. The concluding part of the chapter presents the structure of the investigation as well as the definition of key terms including those associated with Human Resource Management Practices and Job Satisfaction of employees of small hospitals.

Small hospitals, as defined by the Indian Small hospitals Administration are “independent Indian hospitals with less than fifty employees”, play an important role in our economy. It is estimated that there are over twenty five million small hospitals in the India making up over ninety-nine percent of overall Indian healthcare sector. In addition, these small hospitals employ fifty percent of all healthcare sector employees and have accounted for more than sixty percent of overall job growth in the India over the last decade. Given the aforesaid importance of small hospitals to our economy, it is imperative upon researcher to understand the tools that small hospitals can utilize to control and improve their performance and increase their chances of survival.

Human behaviour means, how the people react to situation, what motivate the people and how organization create an environment for employees to feel comfort and work independently. Human resource management not only deals with individuals but also with team work. Human resource management in health sector seeks to improve the quality of services and patients satisfaction. Health care quality is normally defined in two ways:

technical quality and socio-cultural quality. Technical quality refers to the impact that the available health services can have on the health conditions of population. Socio-cultural quality measures the degree of suitability of services and the capability to satisfy the patient expectations

The First chapter is introductory in nature concludes the arrangement of the analysis as well as the definition of key terms including human resource management practices and job satisfaction Second chapter, study the relationship between human resource management practices and job satisfaction has been defined; the appropriate theories, models and research findings specifically connected to human resource management practices and job satisfaction are discussed. Third chapter also includes on the relationship of variables, testable hypotheses, and demographic characteristics of small hospital's employees. Fourth includes information pertaining to the population, sampling, choice of measuring instrument, research procedures and delimitations of the study. Chapter fifth is the results of the empirical research are reported. The sample outline of the target population is elaborated, determinants of reliability, validity and descriptive statistics of the research instruments are discussed and statistical analysis of the data related to the research hypotheses is reported. Sixth chapter, discussion on the major findings of the study and relating back to the initial problem statement, hypothesis and findings of previous researches. Finally the conclusions are drawn. Seventh chapter, presents limitations of the study are explained, and the suggestions are made for the future investigations in this field and applied significance of the study is discussed finally.

LIST OF ACRONYMS & ABBREVIATIONS

Abbreviation	Description
HRM	Human Resource Management
HRMP	Human Resource Management Practices
HRD	Human Resource Development
HRP	Human Resource Practices
HRDC	Human Resource Development Climate
OCTAPAC	Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity and Collaboration
JS	Job Satisfaction
TD	Training & Development
PA	Performance Appraisal
TW	Team Work
EP	Employee Participation
JD	Job Definition
CB	Compensation & Benefits

CHAPTER 1

INTRODUCTION

The present research investigates the Human Resource Management Practices and Job Satisfaction of employees of small hospitals of Lucknow. This chapter not only introduces the concept, impact and features associated with human resource management but also job satisfaction that affects the performance of employees. This chapter presents a bird's eye view of research problem, research questions and research objectives, a brief introduction of the conceptual framework of the study, significance of the study and introduction of the methodology. The concluding part of the chapter presents the structure of the investigation as well as the definition of key terms including those associated with Human Resource Management Practices and Job Satisfaction of employees of small hospitals.

1.1 BACKGROUND OF THE STUDY

Small hospitals, as defined by the Indian Small hospitals Administration are “independent Indian hospitals with less than fifty employees”, play an important role in our economy. It is estimated that there are over twenty five million small hospitals in the India making up over ninety-nine percent of overall Indian healthcare sector. In addition, these small hospitals employ fifty percent of all healthcare sector employees and have accounted for more than sixty percent of overall job growth in the India over the last decade. Given the aforesaid importance of small hospitals to our economy, it is imperative upon researcher to understand the tools that small hospitals can utilize to control and improve their performance and increase their chances of survival.

Human behavior means, how the people react to situation, what motivate the people and how organization create an environment for employees to feel comfort and work independently.

Human resource management not only deals with individuals but also with team work. Human resource management in health sector seeks to improve the quality of services and patients satisfaction. Health care quality is normally defined in two ways: technical quality and socio-cultural quality. Technical quality refers to the impact that the available health services can have on the health conditions of population. Socio-cultural quality measures the degree of suitability of services and the capability to satisfy the patient expectations. As per Spector (1997), the job satisfaction is the most frequently studied variable in organizational behavior research. He discussed the reasons why one should be concerned with job satisfaction. He concluded that job satisfaction is to some extent a reflection of good treatment leading to behavior by employees affect in organizational functioning.

Employees and employee management practices appear to be one way that hospitals are able to improve their performance. Strategic human resource management researchers have argued that an organization's success is at least partially dependent on its employees and their behaviors in carrying out the strategies of the hospitals (Becker & Gerhart, 1996; Delery & Doty, 1996; Dyer, 1984, Wright & McMahan, 1992). Hospitals that can effectively influence the behaviors and motivation of their employees through human resource management practices will be able to increase their performance and viability (Huselid, 1995). Small hospitals should also be able to leverage their employees through human resource management to improve their performance, but very little research has addressed the role of human resource management in small hospitals.

The researcher aspires to bring out relationship between human resource management practices (HRMP) and job satisfaction of employees and to explore the benefits that can be reaped by small hospitals by drawing strategic human resource management edge. A key amount of research has been accomplished examining the impact of human resource

management on job satisfaction. In a recent review of the literature, Wright et al. (2005) found a total of 68 empirical studies looking at the relationship between HRMP and some aspect of firm performance and job satisfaction. The review focused exclusively on published, empirical studies testing the relationship between HRM practices and job satisfaction. Sheppeck and Militello (2000) focus HRM strategy into four groups: employment skills and work policies, supportive environment, performance measurement and reinforcement and market organization. Whereas Guest (1997) divides it into three categories: differentiated on innovation, focus on quality and cost-reduction. However, there are many definitions in previous researches on HRM strategy, but all strategies used to achieve the same organizational goals through HRM practices. Sivasubramanian and Kroeck (1995) verified the various perspective of human resource management as the concept of fit or integration. Guest (1997) suggests the various types of human resource management practices in two dimensions as internal and external fit. External fit explains HRM as strategic integration whereby internal fit as an ideal of practices. Several researches try to examine which fit is appropriate. Youndt et al. (1996) who observe the external fit, their result shows more particular fit between high performance HRM practices and quality strategy. Eleni Stavrou-Costea, (2005) also argued that the effective human resource management can be the main factor for the success of a firm. As supported by Lee and Lee (2007) HRM practices on business performance, namely training and development, teamwork, compensation/incentive, HR planning, performance appraisal, and employee security help improve firms' business performance including employee productivity, product quality and flexibility of firm. Very less research has examined the generalizability of these findings to small hospitals and our current understanding of the role that HRM practices plays in small hospital is limited (Cardon & Stevens, 2004).

In addition to providing a new field in which to test the relationship between HRM practices and job satisfaction, the context of small hospitals also provides the opportunity to test this relationship more systematically. Despite the growing body of research on the relationship between HRM practices and job satisfaction, quite a few questions still exist around variable measurement, research design, and the role of contingencies in HRM practices research. In spite of the success of this research in representing a relationship between HRM practices and employee satisfaction past researches have not sufficiently made the argument for HRM practices sourcing performance (Wright et al., 2005). HRM practices research in large hospitals involves dealing with multiple complexities making it difficult to measure and control for alternative drivers of performance such as the human capital of the top management or the environment in which the firm operates (Blau & Schoenherr, 1971). By their very nature, large firms are extremely complex and present many research difficulties such as multiple levels, multiple products, complex strategies, and operations spread across multiple geographies to name just a few. Small businesses have none of these complexities and present a context in which the measurement of HRM as well as alternative drivers of performance for control purposes is not hindered by complexity. Thus, studying the effects of HRM in small businesses allows the researcher to look directly at the relationship between HRM and firm performance and understand whether HRM contributes to the performance of small businesses. Second, and possibly as important, studying the relationship in the context of small businesses enables the researcher to understand the effects of HRM on firm performance above and beyond other known drivers of performance.

Finally, studying the relationship between HRM practices and job satisfaction also allowed the researcher to test potential moderating effects of these other known drivers of satisfaction in small hospitals. Delery & Doty (1996) argued that it was likely that the effect of HRM on performance was contingent on the existence of another variable or variables such as strategy

(Delery & Doty, 1996; Youndt, Snell, Dean & Lepak, 1996). Understanding these incident relationships will help us to understand when and under what conditions HRM practices might be more or less instrumental in contributing to the satisfaction of employees of small hospitals in Lucknow. Therefore, this research makes an additional important contribution to the field by testing contingency relationships between known job satisfaction in small businesses and the HRM practices and job satisfaction relationship leading to a broader understanding of the conditions under which HRM might lead to satisfaction.

1.2 STATEMENT OF THE PROBLEM

From the top to the bottom, from the midpoint to the margin and in between, it is the human resources that make the machinery of hospital or any organization management and administration work. The first and primary task is to pay attention to the management of human resource, if expects the effective performance of hospital organization. This thinking is visible not only in the developing countries but also in the developed countries. Most of the thoughts revolve around the need of the revision of the basic concepts of human resource policy, modernization of management practices, reforms of recruitment methods, modification of performance appraisal, reforms in time management, modification of the structure and emoluments of the staff, manpower planning methods and promotion methods, greater delegation of authority and responsibility, searching and modifying training methods; but what about implementation all these in hospital organization which need examination, review and analysis. A complete set of human resource practices is available in all the countries for all types of organization including small hospitals. Most of the organizations have set up human resource departments to control and manage their human resource effectiveness and performance. A large number of training sprung up in all countries at all levels to impart the knowledge. Thus human resource management and its practice is a

definite art which can be learnt and practiced to create designed output. It is an art that can help to direct and guide the efforts of those who seek systematical and efficient implementation of plans and policies in a small hospital organization.

Actually among the men, money and materials- the most important components required for developmental tasks, it is more of the men (or the human factor) than any other factor which determines the quality and quantity of the performance and output. After all, even the contribution of money and material to performance depends significantly upon their exploitation by the men in an organization. Therefore systematic study is needed to observe and understand, in Indian small hospitals which are helping people in metropolitan cities like Lucknow, this is done in respect of human resource practices or human resource development or human resource management practices, which are serving people of metropolitan like Lucknow, after privatization, liberalization and globalization of Indian economy.

A new wind is blowing through management literature now-a-days which is dynamic, traditional term 'Personnel Management' is substituted by the new term 'Human Resource Management Practices'. The new term highlights two things: first, the human beings are the most important resources of an organization, particularly service industry like small hospitals. They are unlike any other resources; in fact they have the limitless potential for investment. The more an organization invests in them, the more it can increase its return on investment. Second, sound Human Resource Practices are the need of every organization, especially small hospitals, since it concerns human life. Further, it is the soul of organization as it makes an organization growth oriented and dynamic for long term sustenance. Now to what extent human resource practices in any organization are main concern topic for research purpose; and same is challenged in the present study.

In the field of health, programme is measured to be “change in the output of the health system such as the condition of medical care, environmental health, and other health services – these being measured as operating services or programme.” This is totally dependent on human beings or employees available in the services and their satisfaction of human resource practices followed by the organization. Therefore it is important to know and evaluate practices followed in small hospitals. Such an attempt is made here. The health department or human resource department should make efforts to build up the human resource development (HRD) system in the small hospitals that focuses on HRD approach and make certain that staff working in the health system enjoy their work, feel proud and happy and are committed, competent and loyal to work as a team. But for this, there must be human HRD system which should be well implemented. In the modern environment where privatization, globalization, and liberalization now direct our activities to be more and more aggressive, human resource development and its effective management, is the only way for their survival. Small hospitals which employ a large section of employees can do better in terms of productivity, quality and cost effectiveness by nurturing, developing and utilizing their capabilities and potentials. It will speed up the development and growth of the economy. Therefore the present study considered the human resource practices followed in the small hospitals. Hence the statement of the problem of the present study is: “Human resource practices in small hospitals in Lucknow”. The present study is a diffident challenge to know and recognize human resource practices followed in selected small hospitals in Lucknow. However before doing so, it is important to know and understand the concept of human resource practices, its features, importance and constituents.

The problem is to explore “*The relationship between human resource management practices and employees satisfaction of small hospitals in Lucknow. Moreover, this study strives to investigate the attitude, reasons and dimensions of human resource management practices*”

and employee satisfaction and the level and structures of employee satisfaction of small hospitals in Lucknow”.

1.3 RESEARCH OBJECTIVES

The research purpose of this empirical study is to observe the relationship among HRM Practices and job satisfaction in the small hospitals of Lucknow. The literature review was unsuccessful to provide any practical data about the character and level of HRMP and job satisfaction in the small hospitals of Lucknow. Therefore, this study strives to help fill this gap by providing other information that might be of interest to the researchers, HRMP professionals etc. The specific objectives of this study are:

1. To study the correlation between HRM Practices and Job Satisfaction in small hospitals in Lucknow.
2. To compare mean scores of Job Satisfaction of males and females in small hospitals in Lucknow.
3. To find out the satisfaction levels of employees as a consequence of the HRM Practices of the small hospitals in Lucknow.
4. To study the influence of age, gender and designation and their interaction effect on Job Satisfaction of employees in small hospitals in Lucknow.
5. To find out the impact of demographic factors of the employees on Job Satisfaction in small hospitals in Lucknow.

1.4 MEANING OF HUMAN RESOURCE MANAGEMENT PRACTICES

The human resource management practices are a process of adding value to individuals, teams and organization as human system. Human resource practice is something that everyone does. Individuals do it as they work to develop themselves, managers do it as they

work to support development of others and the HRD staff does it as it creates the overall development tools for the organization. Human resource practices include both the development of the people and development of the organization. It is the activities and processes undertaken to promote the intellectual, moral, psychological, cultural, social and economic development of the individual. This is done to achieve the highest possible human development to act as a resource for the community. It means an all round development of the person so that he/she can supply his/her best to the community and the nation. In the words of Rao (1982) human resource practice is a continuous process to make sure the development of employee competencies, vitality, motivation and success in a systematic and designed way. He further suggests the following process instruments or subsystems:

1. Training
2. Performance Appraisal
3. Team Work
4. Employee Participation
5. Job Definition
6. Compensation

Human resource practices or arrangement is fundamentally measurement of broader concept of human resource management. Human resource management is commonly defined as a 'process of acquiring, training, appraising and compensating employees and attending to their labour relations, health, safety and fairness concerns and as a strategic and logical approach to the management of an organization's most valued assets the people working there who alone and collectively contribute to the accomplishment of its goals'.

In the present study human resource management practices and employees satisfaction practices and human resource practices are referred synonymously or same. This study

considers the definition given by Dessler (2002) and associates it with human resource practices.

Therefore generally speaking, human resource practice is one of the important Human Resource Management (HRM) functions and it includes the area of individual development, career development and organizational development. The remaining human resource area like employee-employer relations, human resource planning, recruitment and selection, appraisal, job design etc. come under the purview of HRM. Definite achievement of human resource management is called human resource practices.

1.5 HUMAN RESOURCE MANAGEMENT PRACTICES IN SMALL HOSPITALS

1.5.1 Meaning of Small Hospitals

As per the Directory of Hospitals India, 1998, 'A hospital is an organization which is operated for the medical, surgical and or obstetrical concern of in-patients and which is treated as a hospital by the central & state governments, local bodies or licensed by the appropriate authority', On the other hand WHO affirms that it is an integral part of social and medical organization the function of which is to supply for the population complete healthcare, both curative and preventive and whose outpatient services reach out to the family and its home environment the hospital is also a centre for the training of health workers and bio-social research.

The people working in the hospital are medics, non-medics, paramedics, highly skilled and qualified, either totally unskilled or semi-skilled and either uneducated or partially educated. These personnel may work in any type of hospitals that render such services. The type of ownership of hospital and there legal entities are also different such as-

- i. Private – Personal.
- ii. Private – Partnership.
- iii. Private – Limited.
- iv. Co-operative society.

1.5.2 Human Resource Management Practices in Small Hospitals

There is an enormous need to augment the human resource capability of hospital so that they can attain the objectives of the government in the unswerving possible time. Human resource competence is an important means of converting or processing programmes inputs into outputs. Human resource capability involves the development of the ability among personnel to mobilize, apportion and combine the action that are technically needed to achieve hospital development objectives. Today's dean or registrar or superintendent of hospital lives in a world of brisk change and this rate of change will increase in the years ahead. Unless they can keep up with this change, they are likely to find themselves archaic – perhaps un-promotable, inefficient and incapable.

Hence HRMP in brief is change of potential human resource into kinetic human resources that is optimization of the impending capacity of employees. HRMP is an effort to expand capabilities and proficiency among hospital employees, as well as to create an organizational environment conducive to the development of employees. According to Dayal(1991), three things are important in HRMP in hospital:

- I. Ways to better adjust the individual to his job and the environment.
- II. The greater involvement of the employee in various aspects of his work.
- III. The greatest concern for enhancing the capabilities of the individual.

In the words of Goel (1989) HRMP in hospital is a process of the development of employees through training, performance appraisal, potential development exercise, communication, policies, job enrichment programmes, etc. and building of an organizational climate, which may encourage openness, risk taking, role clarity, awareness of employee responsibility, increased communication, improvement of personnel policies, management styles, etc., so that employees may be effective in translating their potential energy into kinetic energy and the organization may be benefited in terms of better image, higher productivity, better utilization of resources etc.

1.6 REQUISITES OF INDUCTING HRMP IN SMALL HOSPITALS

The requisites of inducting HRMP in small hospitals are as under:

- A support and desire on the part of the state health department and district health offices to find enhanced methods of human resource development.
- Requisite expertise, attitudes and capability in the person's engaged in hospital HRP.
- Proper understanding between the HRP team / department and the key human resources in the drive association at all levels.
- Elimination of hurdles from the organization that disturb the competence of the employees.
- Participation of the human resources of the organization to get a lot of unrecorded information for understanding the dynamics of the organization for developing HRP programme.
- The want for suggesting the introduction of only such aboriginal methods, which can be implemented by the HRP section without much cost and confrontation besides the need for technical contemplation, may also be kept in mind.

- Use HRP to stay permanent way of every employee and use performance appraisal, training etc. to make sure change in the preferred direction.
- The HRD division must be ready to tolerate confrontation to their ideas and dismiss these with facts, patience and contemplation. The endeavor should be to extend receiving through co-operation.
- The HRD segment must make all the employees in the organization understand the implications of novel methods through seminars, lectures, role playing or any other technique to prevent the probable fears amongst the employees for the proposed changes.
- HRD to be triumphant desires revolution in the entire conception of administration of hospital and not just irregular and piece-meal attempts.
- The HRD team must acquire technological and managerial proficiency in HRD, discipline, enthusiasm, the competence to stimulate and correspond with the employee, civilizing malleability, the capability to categorize and manage, the capacity to instigate assurance in employees, and finally patience and dignity.

1.7 COMPONENTS OF HUMAN RESOURCE MANAGEMENT PRACTICES

On the basis of above discussion following are the key components of HRMP:

- ❖ Training
- ❖ Performance appraisal
- ❖ Team Work
- ❖ Employee participation
- ❖ Job Definition
- ❖ Compensation

1.8 INTRODUCTION OF THE CONCEPTUAL FRAMEWORK OF THE STUDY

Based upon the literature review, there is a need to study the relationship between human resource management and job satisfaction of the small hospital in Lucknow. The conceptual framework below will offer the conceptual foundation to examine and explore more to the study in verifying the relationship between human resource management and job satisfaction of the small hospital in Lucknow. The relationships between the various factors like Training, Performance appraisal, Team Work, Employee participation, Job Definition and Compensation, are posited as bases for the formation of employee satisfaction and service quality.

A conceptual framework is proposed in this chapter, and elaborated in Chapter 3, to logically explain the interconnection among variables of the study. A number of hypotheses about the relationship between employee satisfaction and human resource management are formulated while developing the conceptual framework. These hypotheses were then tested in the empirical stage of the research. The projected conceptual mode in Chapter 3 shows three variables including human resource management, job satisfaction and demographic variables. It illustrates the retention procedure including the identification of job satisfaction, role stress, personal strains in the workplace and the coping resources, the three forms of human resource management practices and its sub variables Training, Performance Appraisal, Team Work, Employee Participation, Job Definition and Compensation.

1.9 DESCRIPTION OF CONCEPTS USED IN THE STUDY

The following key terms have been defined with the support of the literature to serve up the purpose of the study:

1.9.1 Human Resource Management Practices

As per Invancevich and Glueck (1983), “HRM is concerned with the most effective use of people to accomplish organizational and personal goals. It is the method of managing people at work, so that they give their best to the organization”. The policies and practices concerned in moving out the “people” or human resource aspects of a management situation, including recruiting, screening, training, rewarding, and appraising including of HRM (Dessler, 2008). HRM refers to organizational activities directed at managing the pool of human resources and ensuring that the resources is employed towards the fulfillment of organizational goals (Schuler & Jackson, 1987; Schuler & MacMillan, 1984; Wright & Snell, 1999).

1.9.2 Employee Satisfaction

Salinas (1964) noted that "there has been a growing inclination to define morale primarily in terms of attitudes and behavior associated with the activity of the individual as a member of a group. Morale has come to imply a group concept, a feeling of togetherness, as distinguished from individual job satisfaction. Beer (1964), commenting on this trend, defined job satisfaction as "the attitude of workers toward the company, their job, their fellow workers and other psychological objects in the work environment". And "morale" is defined as "a group enthusiasm in the pursuit of a common goal".

1.10 BRIEF INTRODUCTION OF THE RESEARCH METHODOLOGY

This chapter describes the research methodology used for this study. Topics of coverage in this chapter include research design, sampling procedure, measurement of variables and instrument design, data collection method, questionnaire design, pilot test and data analysis A random sample of 200 male and female employees in small hospitals in Lucknow. The units of analysis was employee subgroups of small hospitals based on age, gender, qualification,

number of years in profession and marital status. A pilot study on a sample of 20 employees of hospital was conducted in order to determine the reliability and validity of human resource management practices and job satisfaction questionnaire.

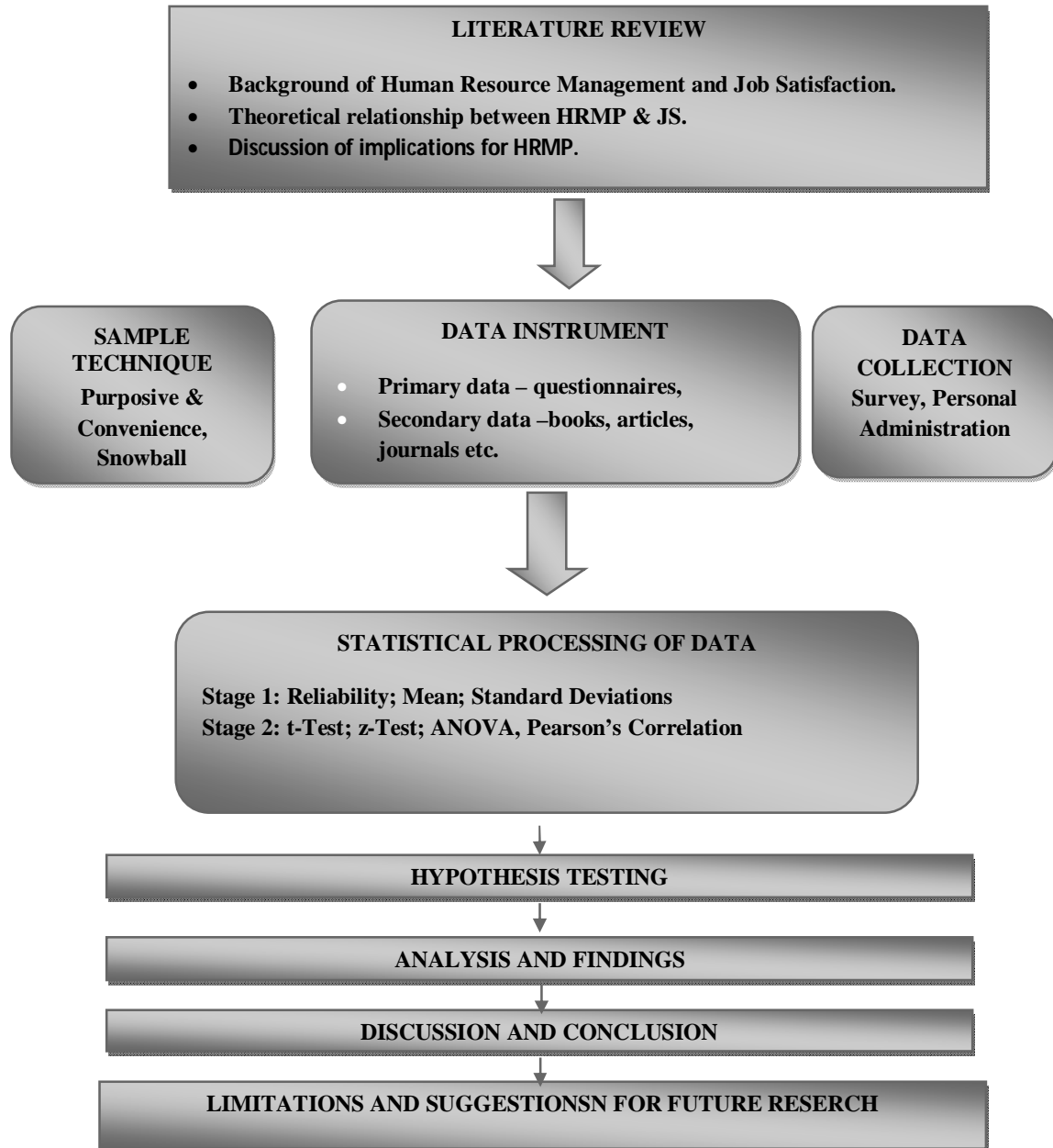
The 5-point Likert type scale with multiple items was used to measure the independent and dependent variables. The respondents were required to choose to what extent he/she agrees or disagrees with each of the statement, with 1 being strongly disagreed and 5 being strongly agreed. Data was collected using a structured questionnaire which consisted of 36 items of human resource management and 37 items of job satisfaction. Data Analysis was done using SPSS that is Statistical Packages for the Social Science and the data analysis techniques involves Correlation analysis, Pearson's correlation coefficient and ANOVA.

1.11 SIGNIFICANCE OF THE STUDY

This research and its findings would be important to provide insights into the various HRM practices needed to successfully perform in the small hospitals in Lucknow. In terms of theoretical significance, this study proposes to fill the gap in the body of knowledge in the practices of HRM in small hospitals in Lucknow by addressing three issues: first, the present study intends to investigate the role of HRM practices associated with job satisfaction namely growth and employee career planning, decision making and promotion. Secondly, this study investigates whether business strategy and environmental uncertainty moderate the relationship between HRM practices and job satisfaction. Lastly, this study intends to further the previous research in HRM practices using the contingency approach. Relevant to the issues above, this study intends to generate a new framework for further research pertaining to HRM practices and job satisfaction relationships. From a practical perspective, the findings of this study will be useful to top management, HRM managers and practitioners to design

their HRM practices within a strategic condition at the micro or macro organizational level in order to improve employee satisfaction.

Figure 1.1 Research Model Flow Chart



The findings of the research would bring out and explain employee satisfaction and service quality amongst the employees to the private hospitals in Indian context. Additionally, it

would provide valuable information to the management in understanding the factors that affect employee satisfaction. As employee satisfaction has often been supposed as an important precursor of job performance and work commitment level, it is of utmost importance that the management understands these factors well. This would assist the management in generating helpful working environment so as to increase employee retention leading to organizational commitment.

This research would also be useful for the Indian Government as well as Ministry of Health and Ministry of Human Resources. Knowing the factors that can contribute to job satisfaction among employees of the small hospitals would facilitate the Indian Government and Ministry in making decisions pertaining to the profession so as to benefit the employees as well as the organizations. The findings of the research would positively contribute to the body of knowledge particularly regarding employee satisfaction and human resource management practices, this study would be a useful source of information for future research regarding the subject matter in consideration.

Development of any health service is totally dependent on the quality of employees serving the hospital. Today's globalised world success mantra is use of proper human resources as without the dexterous use of human resources hospital management cannot complete organizational objectives. It does not matter how perfect the planning of the organization is and recent information and communication technology are. If the employees do not want to work, management will not be able to earn profit and complete assignments. This investigation would be significant for medical industry supply chain management of pharmaceutical business, government - state, quasi, central, private and public business partnership, private and public business entrepreneurship, and retailing sector in pharmaceutical.

- This study helps to find out the human resource practices accepted by hospital and employee's level of satisfaction towards it and help to know the experiences of employees towards overall human resource development practices adopted by small hospitals in Lucknow.
- It helps to know the human resource management behavior.
- It would also help to retailer, partnership, company, co-operative, Joint venture organization, multinational companies etc. set up. It would also helpful to all medical practitioner concerns directly and indirectly.
- It will help to pharmacy manufacturers, wholesalers, distributors, doctors, private and public health care practitioners, patient, retailers etc.

There is a universal responsiveness in the organizations to lay importance on resources and financial management and ignoring the personnel. What are the consequences? It is observed that the process of development takes longer, sometimes even fails. Why? The main reason for this is that we are not attending to the administration of personnel sincerely and not remember that they are the real representatives of development and ultimately the beneficiaries of the process of development. This research attempts to know the human resource practices adopted by small hospitals in Lucknow. Hence it is significant from manpower, planning, promotion, transfer, performance appraisal point of view. Appropriately observed about personnel that good administration and management is a composite of effectual organization, sufficient material facilities and qualified personnel even poorly developed machinery may be made to work if it is manned with well trained, intelligent, imaginative and devoted staff. On the other hand, the best designed organization may produce insufficient result if it is operated by mediocre or disgruntled people. Consequently this research will help the hospital administrators and officers to realize the fundamental human resource practices accepted by them and satisfaction of employees and help them to

craft their strategies. Thus this research is of great significance for state and district level health functionaries, to manage health personnel efficiently, to optimize the health services offered by small hospitals, to the benefit of the people and the nation.

1.12 SCOPE OF STUDY

This study concentrates on the small hospitals in Lucknow only. The justifications are based on the significant contribution made by this sector to the nation's economy in terms of gross domestic products (GDP) and employment as compared to other sectors in Lucknow. HRM practices are limited to only those practices that are prevalent in small hospitals in Lucknow while the contingencies to HRM practices-job satisfaction relationship are limited to business strategy and environmental uncertainty only.

1.13 STRUCTURE OF THE THESIS

In achieving the aims of the research, the chapters are presented in the following sequence:

CHAPTER 1: INTRODUCTION

This chapter explains the concept, relationship and factors linked with managing human resource management practices and job satisfaction. The chapter concludes the arrangement of the analysis as well as the definition of key terms including human resource management practices and job satisfaction in small hospitals in Lucknow.

CHAPTER 2: REVIEW OF LITERATURE

This chapter provides a meticulous evaluation of the pertinent literature and a detailed theoretical evaluation of the major concepts of human resource management practices and job satisfaction. In this chapter, relationship between human resource management practices and job satisfaction has been defined; the appropriate theories, models and research

findings specifically connected to human resource management practices and job satisfaction are discussed. The chapter also discusses the viewpoint on human resource management practices and job satisfaction in small hospitals in Lucknow.

CHAPTER 3: THEORETICAL FRAMEWORK

This chapter discusses the theoretical framework of the study about the relationship between human resource management practices and job satisfaction in small hospitals in Lucknow. The chapter also includes on the relationship of variables, testable hypotheses, demographic characteristics of small hospital's employees and summary of the chapter.

CHAPTER 4: RESEARCH METHODOLOGY

In this chapter, the research design is discussed in detail. This chapter includes information pertaining to the population, sampling, choice of measuring instrument, research procedures and delimitations of the study.

CHAPTER 5: DATA ANALYSIS AND INTERPRETATION OF FINDINGS

In this chapter, the results of the empirical research are reported. The sample outline of the target population is elaborated, determinants of reliability, validity and descriptive statistics of the research instruments are discussed and statistical analysis of the data related to the research hypotheses is reported.

CHAPTER 6: DISCUSSION AND CONCLUSIONS

In the final chapter, discussion on the major findings of the study and relating back to the initial problem statement, hypothesis and findings of previous researches. Finally the conclusions are drawn.

CHAPTER 7: SUGGESTIONS, LIMITATIONS, DIRECTIONS FOR FURTHER RESEARCH AND SIGNIFICANCE OF THE STUDY

In this chapter, limitations of the study are explained, and the suggestions are made for the future investigations in this field and applied significance of the study is discussed finally.

BIBLIOGRAPHY

APPENDIX

CHAPTER 2

REVIEW OF LITRATURE

In this chapter the most imperative research theories and models pertaining to human resource management practices and job satisfaction are discussed. This literature review will present a theoretical assessment of the most significant opinion of HRMP and job satisfaction to understand their relationship in the small hospitals of Lucknow. The review of interrelated studies involves the organized recognition, location and analysis of documents including information associated to the research problem. It is an account of what has been published on a topic by recognized scholars and researchers. Review of related literature provides the research worker an prospect to explain himself/herself with the recent knowledge and up-to-date information about what has been forethought and done in the area of his/her choice.

Review of the related literature is one of the key and most vital ladders in the research process. It consists of synopsis of problems to be studied, objectives, hypotheses, data collection method, source of data and findings of research carried out selected topic. This review gives to the research on what is already known and what remain to be investigated regarding the topic that is under consideration. It shows the researcher to evade duplication and provides functional suggestion for further research on a given topic. It gives appropriate course of action and research design. The present study is a challenge to find out the scope of human resource management practices and employee satisfaction in the small hospitals of Lucknow. Studies pertaining to the human resource management practices and employee satisfaction and other related variables were reviewed in this chapter. The resources included

relevant scholarly research studies, journals, newspapers, seminar reports, workshops and publications. The review of literature is necessary due to the following reasons:

- It helps to emphasize the gap in the existing body of knowledge.
- It helps in making a decision regarding methodology, design, tools and techniques employed in the study.
- It helps in solve the problems and proper enquiry and defining it in an appropriate manner.
- It helps to know type of research being involved like basic or applied research.
- It gives recommendation for future researchers and further topics of research.

The basic objective of this chapter is to get inside into the previous findings so that it will help to know the gap in earlier studies and to justify the research problem selected by the researcher for the study purpose. The literature is reviewed on human resource management (HRM), and human resource practices (HRP) and on employee satisfaction. The prominent areas covered in the presently reviewed literature are studies related to concept, model, system, functions, organizational culture and climate, training and development, performance appraisal, recruitment and selection, man power planning, promotion, welfare and fringe, rewards and recognition and other issues on HRM practices. Indian and international studies are studied by classifying them into 3 periods: (i) Pre 1991 period (ii) 1991-2000 period and (iii) 2001-2013 period. Chronological order is followed in review of literature separately for HRM related studies and job satisfaction related studies.

Thus chapter is based on the conceptual and non-conceptual backdrop, empirical and non-empirical literature available at national (India) and international level having direct and

indirect bearing on the objectives of the present study. Chronological approach is adopted in review of literature for human resource management practices discretely.

2.1 HUMAN RESOURCE MANAGEMENT PRACTICES RELATED STUDIES

2.1.1 INTRODUCTION

The practice and scholastic study of HRM has made enormous progress over the last century. At the turn of the twentieth century the conception of human resource management had not yet been invented, its practice in industry was highly unceremonious and often unproductive and inequitable, and no prearranged research or teaching on HRM existed. This situation started to change at the beginning of the twenty-first century. Not only has the idea of HRM spread across the world and being acknowledged and experienced as an elementary part of business but also it has become subject of an academic and practitioners' research area. It has greatly promoted proficient venture and more reasonable and pleasant employee relations. This is certainly a pretty positive record. But the development of HRM is not without problem areas and shortcomings. Compared to some additional areas of business management, such as finance, marketing, and accounting, HRM has regularly ranked inferior in strategic importance, corporate investment, and professional status. While some companies 'walk the talk', view employees as organizational assets, and make HRM a deliberate driver of competitive advantage, many others have either considerably scaled back their outlay in employees and HRM or maintain to perform people management in a fundamentally tactical, administrative, and cost-focused manner. With gape to academic research, this last concern highlights the fact that at any point in time a wide frequency distribution of firms exists ranked by their breadth and depth of HRM practices. This frequency distribution also varies in systematic ways among countries, depending on their respective histories, business

institutions, legal environments, and cultures. A substantial segment of recent academic research on HRM has been focused on the top tier of companies in a small number of countries, leading to a disturbed and overly ethnocentric and normative (prescriptive) account. But the confirmation provided also suggests that the development of research in other areas is definitely in the right direction (Boxall, Purcell & Wright, 2007).

2.1.2 THE CONCEPT OF HUMAN RESOURCE MANAGEMENT PRACTICES

The term “human resource management” has been frequently used for the last ten to fifteen years. Prior to that, the field was usually known as “personnel management”. Dessler (1991) had made no discrimination between personnel management and HRM and saw that the latter as a contemporary extended adaptation of conventional personnel management due to technical change in the work environment and a shift in community values. Torrington and Hall (1998) explained the differences between personnel management and HRM by mentioning that personnel management is measured as workforce-centered while HRM as resource-centered, Guest (1987).

Conception of HRM is not an alternate to personnel management but as a meticulous form of personnel management which strained the deliberate issues of employee commitment, flexibility, quality and integration. Since there is no collective agreement on the meaning of HRM, many definitions have been presented. Armstrong (1995) defined HRM as “a planned and logical approach to the management of organization’s most appreciated assets – the employees who independently and cooperatively contribute to the accomplishment of the objectives of the business.” Beer et al. (1984) viewed HRM as connecting all management decisions that influence the association between the organization and employees – its human resources. Storey (1995) considered HRM as a unique approach to employment management

which request to gain competitive benefit through the exploitation of a highly dedicated and accomplished workforce. While others have defined HRM as being concerned with the need to achieve congruency among the various HRM policies and practices so that they become mutually supportive (Milliman, VonGlinow & Nathan, 1991; Schuler & Jackson, 1987).

2.1.3 HUMAN RESOURCE MANAGEMENT DEFINITION

This section focuses on the various definitions of the concepts related to human resource management practices. A definition specific for this study will be formulated. Defining human resource management practices is the first step at conceptualizing human resource management practices. Some literatures tried to describe the meanings of human resource management as mention below:

Beer and others (1984) HRM in getting managers involved in the dissemination of the organization's central mission to all employees.

Schuler & Jackson (1987) Refers to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals.

Storey (1995) HRMP refers to a distinctive approach to employment management which seeks to obtain competitive advantage through the deployment of a highly committed and skilled workforce, using an array of techniques.

Mathis & Jackson (2003) Human resource management is the design of formal systems in an organization to ensure effective and efficient use of human talent to accomplish organizational goals.

Byars & Rue (2006) Human resource management are activities designed to provide for and coordinate the human resource of an organization. Based on the definitions above, human resource management can be concluded as the components formal systems and activities that designed to coordinate human resource of an organization to accomplish organization goals.

Human resources may be defined as the overall knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes, approaches and beliefs of the individuals concerned in the relationships of the organization. It is the sum total or aggregate of intrinsic abilities, acquired knowledge and skills represented by the talents and aptitudes of the persons working in the organization. Human Resource Management is the management action accountable of actions and decisions that influence the relationships between the organization and its members.

Table 2.1: Inherent Definitions of HRM Policies and Their Theoretical Backgrounds

HRM Policy	Constitutive Definition and Authors Reviewed
Recruitment and Selection (RS)	Organizationally articulated proposal, with theoretical and practical constructions, to look for employees, encourage them to apply, and select them, aiming to harmonize people’s values, interests, expectations and competences with the characteristics and demands of the position and the organization. <i>Authors reviewed: Armstrong (2009); Bohlander and Snell (2009); Dessler (2002); Lievens and Chapman (2010); Mathis and Jackson (2003).</i>
Involvement (I)	Organizationally articulated proposal, with theoretical and practical constructions, to create an affective bond with its employees, contributing to their well-being at work, in terms of acknowledgement, relationship,

	<p>participation and communication. <i>Authors reviewed: Bohlander and Snell (2009); Dessler (2002); Dietz, Wilkinson and Redman (2010); Mathis and Jackson (2003); Muckinsky (2004); Sisson (1994); Ulrich et al. (1991); Siqueira (2008).</i></p>
<p>Training, Development & Education (TD&E)</p>	<p>Organizationally articulated proposal, with theoretical and practical constructions, to provide for employees' systematic competence acquisition and to stimulate continuous learning and knowledge production. <i>Authors reviewed: Bohlander and Snell (2009); Borges-Andrade, Abbad and Mourão (2006); Dessler (2002); Dutra (2001); Goldstein (1996); Sisson (1994); Winterton (2007).</i></p>
<p>Work Conditions (WC)</p>	<p>Organizationally articulated proposal, with theoretical and practical constructions, to provide employees with good work conditions in terms of benefits, health, safety and technology. <i>Authors reviewed: Bohlander and Snell (2009); Dessler (2002); Loudoun and Johnstone (2010); Mathis and Jackson (2003); Osborn, Hunt and Schermerhorn (1998); Sisson (1994); Ulrich (2001).</i></p>
<p>Competency Based Performance Appraisal (CBPA)</p>	<p>Organizationally articulated proposal, with theoretical and practical constructions, to evaluate employee's performance and competence, supporting decisions about promotions, career planning and development. <i>Authors reviewed: Bohlander and Snell (2009); Dessler (2002); Devanna, Fombrun and Tichy (1984); Dutra (2001); Latham, Sulsky and Macdonald (2007); Mathis and Jackson (2003).</i></p>

Compensation and Rewards (CR)	Organizationally articulated proposal, with theoretical and practical constructions, to reward employees' performance and competence via remuneration and incentives. <i>Authors reviewed: Bohlander and Snell (2009); Dessler (2002); Devanna et al. (1984); Dutra (2001); Gerhart (2010); Hipólito (2001); Sisson (1994).</i>
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Source: Demo, Neiva, Nunes & Rozzett (2012)

2.1.4 HRM PRACTICES APPROACHES

Jackson, Schuler and Rivero (1989) observed the effects of HRM methods on organizational financial performance through a behavioral approach. They found that it is essential for organizational viability that HRM systems provide the capabilities for firms to acquire, develop, motivate and retain employees who will enhance organizational effectiveness. The significance of human resources to job satisfaction, the majority of work in HRM has adopted the resource-based view of the firm (Barney, 1991; Delery, 1998). According to this view an organization can gain a competitive advantage from the human resources it possesses. Though, the organization does not actually gain a competitive advantage from the HRM policies, per se, but from the human resources that the organization attracts and retains (Delery, 1998). These theoretical influence points to the performance potential of a universal approach to HR focus on capital enhancement. Apart from the theoretical arguments, there were also empirical evidences supporting a positive relationship between universal approach to HRM practices and job satisfaction.

Arthur (1994) accepted a contingency approach to this intra-industry test of the HRM practices of thirty U.S. steel minimally. In addition to the impact of HRM practices on firm performance, the contingency approach is the similarity or fit between various policies

accepted by organizations. Arthur employed an empirical classification identifying two types of HRM systems (i.e. control and commitment) to test the extent to which the specific combination of practices utilized by organizations could forecast differences in organizational performance. His findings show that minimally using the commitment systems of HRM had higher productivity, lower scrap rates, and lower turnover than those minimally using control systems.

Huselid (1995) observed the effects of the use of thirteen HRM practices on firm performance. Two measures of HRM practices were identified. The first of these were designated “employee skills and organizational structures,” with practices enhancing skills, abilities, and role performance, and the second was labeled “employee motivation”, with practices targeted at evaluating and reinforcing desired employee behaviors. His findings indicated when these two measures were regressed on productivity individually, both measures were positive and significant, but when they were entered simultaneously, only the motivation measure remained significant.

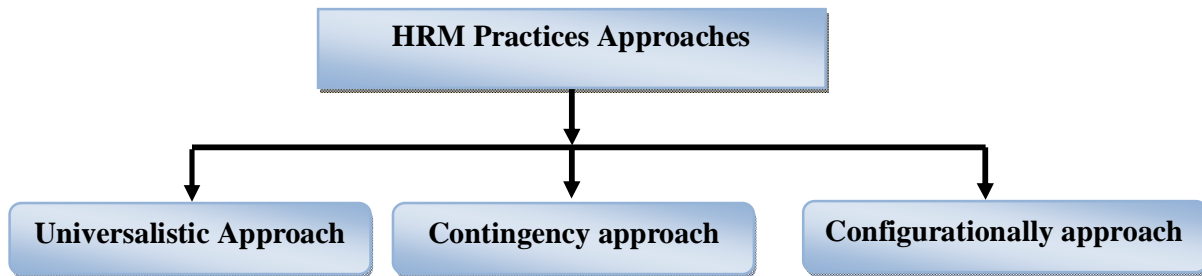
Most of the previous studies have the goal to verify the relationship between HRM practices and job satisfaction. However, different approaches to these examinations have emerged. The following section provides a critical review of the various approaches taken in the area of HRM, and the assumptions made under each approach. Previous researches in HRM have used one of the following three ways to examine the effectiveness of HRM practices on firm performance: universalistic, contingency or configurationally approach (Delery & Doty, 1996).

2.1.4.1 Universalistic Perspective

Universalistic perspective is the simplest form of theoretical model in the HRM literature. Universalistic perspective seeks for “best practices”. Researches in the universalistic

perspective are micro analytical in nature and posit that some HRM practices are always better than others and that all organizations should adopt these practices

Figure 2.1: HRM Practices Approaches



Source: Delery & Doty (1996)

Huselid (1995) work reproduced the “universalistic” approach to HRM. This point of view assumes that there are certain “best” HRM practices that contribute to increased financial performance regardless of the strategic goals of organizations. Further, a universalistic approach to HRM research assumes that HRM practices contribute to worker motivation (and thereby increased productivity) as well as increased efficiency (Ichniowski, Kochan, Levine, Olson & Strauss, 1996). While some authors agreed with these statements (Osterman, 1994; Pfeffer, 1994), different studies have used various varieties of these HRM practices, and there has been little work that provides a definitive description as to which HRM practices should be included in a “best practice” system. Huselid (1995), for example, developed thirteen HRM practices. However, Pfeffer (1994) advocated the use of sixteen management practices to achieve higher productivity and profits. In another work, Delery & Doty (1996) recognized seven practices that are consistently considered to be strategic in nature, the practices identified were internal career opportunities, formal training system, appraisal measures, profit sharing, employment security, voice mechanism and job definition.

2.1.4.2 Contingency Perspective

Contingency theorists hypothesize that an organization needs to adopt specific HRM practices for different firm strategies. A number of researchers, however, have argued that contingency perspective is the more suitable approach to HRM (Butler, Ferris & Napier, 1991; Dyer, 1985; Jackson & Schuler, 1995; Lengnick-Hall & Lengnick-Hall, 1988; Schuler, 1989; Schuler & Jackson, 1987). The contingency theorists argue that, in order to be effective, an organization's HRM practices must be reliable with other aspects of the organization. The contingency approach is different from the universalistic perspective in that these studies have challenged to link variations of HRM practices to specific organizational strategies (Hoque, 2000; Khatri, 2000; Youndt, Snell, Dean & Lepak, 1996). Schuler & Jackson (1987) and Schuler (1989) argued that HRM practices which are not synergistic and consistent with organizational strategy and which conflict with other HRM practices are confounding in effect and create ambiguity which can inhibit both individual and organizational performance.

2.1.4.3 Configurationally Perspective

The configurationally perspective is concerned with how patterns of multiple, planned human resource deployment and activities achieve the organization's goals. A closely related body of work calls for a configurationally approach to HRM, and argues that it is the pattern of HRM practices that contribute to the attainment of organizational goals (Wright & McMahan, 1992). According to the configurationally perspective, in order to be effective, an organization must develop its HRM system that achieves both horizontal and vertical fit. Horizontal fit refers to the internal consistency of the organization's HRM practices, and

vertical fit refers to the congruence of the HRM system with other organizational characteristics, such as firm's strategy (Delery & Doty, 1996).

2.1.5 STRATEGIC GOALS OF HUMAN RESOURCE MANAGEMENT

Caliskan (2010) stated that HRM should attain its strategic goals in order to expand and maintain its competitive advantage. The stated strategic goals are:

- To spend on people through the introduction and support of learning processes intended to amplify capability and ally skills to organizational needs.
- To guarantee that the organization identifies the knowledge necessary to meet its goals and convince its customers and takes step to attain and expand its intellectual capital.
- To characterize the behaviors necessary for organizational achievement and guarantee that these behaviors are encouraged, valued and rewarded.
- To persuade people to involve wholeheartedly in the work they do for the organization.
- To increase the commitment of people to the organization's mission and values.

2.1.6 FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) is the term used to explain official systems devised for the management of populace within an organization. These functions of human resources are generally separated into three foremost areas of management: staffing, employee compensation, and defining/designing work. Essentially the purpose of HRM is to maximize the efficiency of an organization by optimizing the usefulness of its employees. Finally the

central roles of human resource management may be grouped into three categories, these categories along with their subcategories listed below:

1. Planning and Organizing for Work, People and HRM

- Strategic perspective
- Organization design
- Change management
- Corporate wellness management

2. People Acquisition and Development

- Staffing the organization
- Training & development
- Career management
- Performance management
- Industrial relations

3. Administration of Policies, Programmes & Practices

- Compensation management
- Information management
- Administrative management
- Financial management

For example, Redman and Matthews (1998) delineate a range of HR practices which are recommended as being significant to organizational strategies aimed at securing high-quality service:

- **Recruitment and Selection** - Recruiting and selecting employees with the accurate attitudinal and behavioral characteristic. An array of assessments in the selection process should be utilized to assess the work principles, personality, interpersonal skills and problem-solving abilities of possible employees to evaluate their ‘service orientation’.
- **Retention** - The need to evade the growth of a ‘turnover culture’, which may be particularly prevalent in tourism and hospitality. For example, the use of retention bonuses to influence employees to stay.
- **Teamwork** - The use of semi-autonomous, cross-process and multi-functional teams.

Figure 2.2: Functions of Human Resource Management



Source: Redman & Mathews (1998)

- **Training and Development** - The need to provide operational level staff with team working and interpersonal skills to expand their ‘service orientation’ and managers with a new management style that encourages a shift to a more facilitative and coaching style of managing.

- **Appraisal** - Moving away from conventional top down approaches to appraisal and supporting things such as customer assessment, peer review, team based performance and the appraisal of the managers by subordinates. Generally, all of these performance appraisal systems should spotlight on the goal excellence and the behaviors of the employees desirable to sustain these.
- **Rewarding Quality** - A need for a much more innovative system of rewards and in particular the need for payment systems that reward employees for attaining quality goals.
- **Job Security** - Promises of job security are seen as an essential component of any overall quality approach.
- **Employees Involvement and Employer Relations** - By seeking greater participation from employees the emphasis is on offering autonomy, creativity, cooperation and self-control in work process. The use of educative and participative mechanisms, such as team briefings and quality circles are associated to changes in the organization of work which support an 'empowered' environment.

2.1.7 HUMAN RESOURCE MANAGEMENT - KEY RESPONSIBILITIES

Human resource management is concerned with the development of both individuals and the organization in which they function. HRM, then, is occupied not only in securing and developing the talents of individual workers, but also in implementing programs that improve communication and collaboration between those individual workers in order to cultivate organizational expansion. The principal responsibilities connected with human resource management comprise: job analysis and staffing, organization and utilization of work force, measurement and appraisal of work force performance, implementation of reward systems for employees, professional development of workers, and maintenance of work force.

2.1.8 ETHICS IN HUMAN RESOURCE MANAGEMENT

Ethical considerations are becoming ever more significant to HR departments in American industries. A worry often exists between a company's financial goals and strategies to improve profits, and ethical considerations with right-behavior concerns. Since human resources departments are frequently most focused on employees and employee behavior, it caters to them to describe ethical performance, communicate specialized ethical codes, and update or elaborate on existing right-behavior prospect.

2.1.9 FACTORS AFFECTING HRM PRACTICES

HRM practices change from one country to another and the factors which affect the HRM practices include external and internal factors. As quoted by Ozutku and Ozturkler (2009), external and internal factors affecting HR a practice differs significantly across countries. Some of the major potential influences are as follows:

2.1.9.1 EXTERNAL FACTORS

Kane and Palmer (1995) opine that external factors affecting HR practices are those pressures on firms that cannot be controlled and changed in a favorable way in the short run. These factors include the following:

- 1. Economic Changes:** Satow & Wang (1994) originate that as a findings of development of the global economy, the international dimension of HR practices has become more and more significant. The focus of HR practices has shifted from traditional topics such as internal selection and rewards to concepts such as globalization and international competition.

- 2. Technological Changes:** Technology affects HRM to a greater extent because of high degree of interaction between technology and HR. Technology changes the way we work, the roles we undertake and the interactions through which work gets done (DeFillippi, 2002). Verkinderen and Altman (2002) argued that technology facilitates the growth of a multinational enterprise but generates simultaneous problem of “unpluggedness” among a geographically dispersed workforce. Garavan et al. (2008) suggested that technology lies at the heart of manufacturing industry. It provides a series of business advantages. Technological developments alter the context of HR practices and the way they are implemented.
- 3. National Culture:** Chandrakumara and Sparrow (2004) found that culture has crucial importance in organizations preferences in developing appropriate structure and methods for HR practices affectivity.
- 4. Industry/Sector Characteristics:** Organizations can be classified into manufacturing and service organizations for the purpose of analyzing the HRM practices. The idea behind this classification is the fact that different production processes necessitates different HR practices.
- 5. Legislations/Regulations:** Legislations and regulations are frequently cited as having a direct impact on HR practices (Kane and Palmer, 1995). Every country has developed a set of regulations for the management of human resources, so, the HRM practices have to be designed or modified according to these regulations.
- 6. Actions of Competitors:** There are many ways in which companies can gain a competitive edge or a lasting and sustained advantage over their competitors, among them being the development of comprehensive human resource practices (Jackson et al., 1989; Kane and Palmer 1995; Poole and Jenkins, 1996; Narsimha, 2000).

7. **Action of Unions:** Kochan et al. (1984) opine that the presence or absence of unions in organizations is a salient variable known to be associated with some HR.
8. **Globalization:** As a result of globalization, the whole world has become a single market; the companies have crossed the boundaries of their country of origin and expanded their operations in other countries. This has created a challenge for the organization in terms of management of human resources, some companies have tried to transfer the HRM practices from one country to another but it has been found that some practices can be transferred across nations almost without any change but some must be modified to become workable in another setting and some are more deeply culture-specific and may not always be transferable. The findings of the study conducted by Tayeb (1998) support the argument that multinational companies' HRM practices are more prone to local cultural influences than are their overall policies and strategies. Moreover, some of the practices which the company had imported from abroad had to be modified to make them workable, given its local cultural and non-cultural contexts.

2.1.9.2 INTERNAL FACTORS

The Internal environment of organizations strongly affects their HR practices. According to (Milkovich and Boudreau, 1991) researchers have compiled a lengthy list of organizational characteristics related to HR practices. The important internal factors are as follows:

1. **Organizations Size:** According to McPherson (2008) evidences, there are a large number of small firms that do not institute formal HR practices as in large organizations each functional level may require a different HR department (Jackson et al., 1989; Kaynak et al., 1998).

2. **Organizational Structure:** A firm's strategy and structure are important in determining HR practices flexibility and integration. There are important structural differences among firms that affect the way in which HR practices are designed and implemented (Garwin, 1986; Hudson et al., 2001; Tomer, 1995).
3. **Business Strategy:** To gain competitive advantage, firms use different competitive strategies. These strategies are more productive when they are systematically linked with human resource management practices. Companies can improve their environment by making efficient choices about human resource practices that consistently support their chosen strategy (Milkovich and Boudreau, 1991; Schuler, 1992).
4. **Human Resource Strategy:** HR strategy is an important determinant of both intensity and diversity of HR practices (Gravan et al., 2008). As a rule HR practices are shaped in accordance with HR strategy.
5. **History, Tradition and past practices:** A number of closely related factors, such as history, traditions and past practices tend to generate resistance to change in most organizations (Kane and Palmer, 1995; Pardo and Fuentes, 2003).
6. **Top Management:** The influence of top management on HR practices is acknowledged by most writers, even if only to the extent of advising that top managements support should be present (Kane and Palmer, 1995; Ondrack and Nininger, 1984) in designing and implementing HR policies.
7. **Line Management:** Line Management participation in designing and implementing HR activities is the key to organizational success. Since line managers are responsible for creating value, they should integrate HR practices in their work (Alas et al., 2008; Okpara and Wynn, 2008).

8. Power and Politics: Tsui and Milkovich (1987) found that organizational power and politics as exercised by various constituencies are crucial determinants of HR practices.

9. Academic and Professional influence on HR Practices: HR staffs are often involved in the decision making process about HR policies and practices. Their knowledge about alternative HR practices may represent important variables in their own right (Kane and Palmer, 1995).

2.1.10 VARIOUS MODELS OF HUMAN RESOURCE MANAGEMENT PRACTICES

Various models of HRM have been developed from time to time by different teams of the researchers. All these models have helped the HR practitioner to effectively manage the human resources. Some of the important models have been discussed as follows:

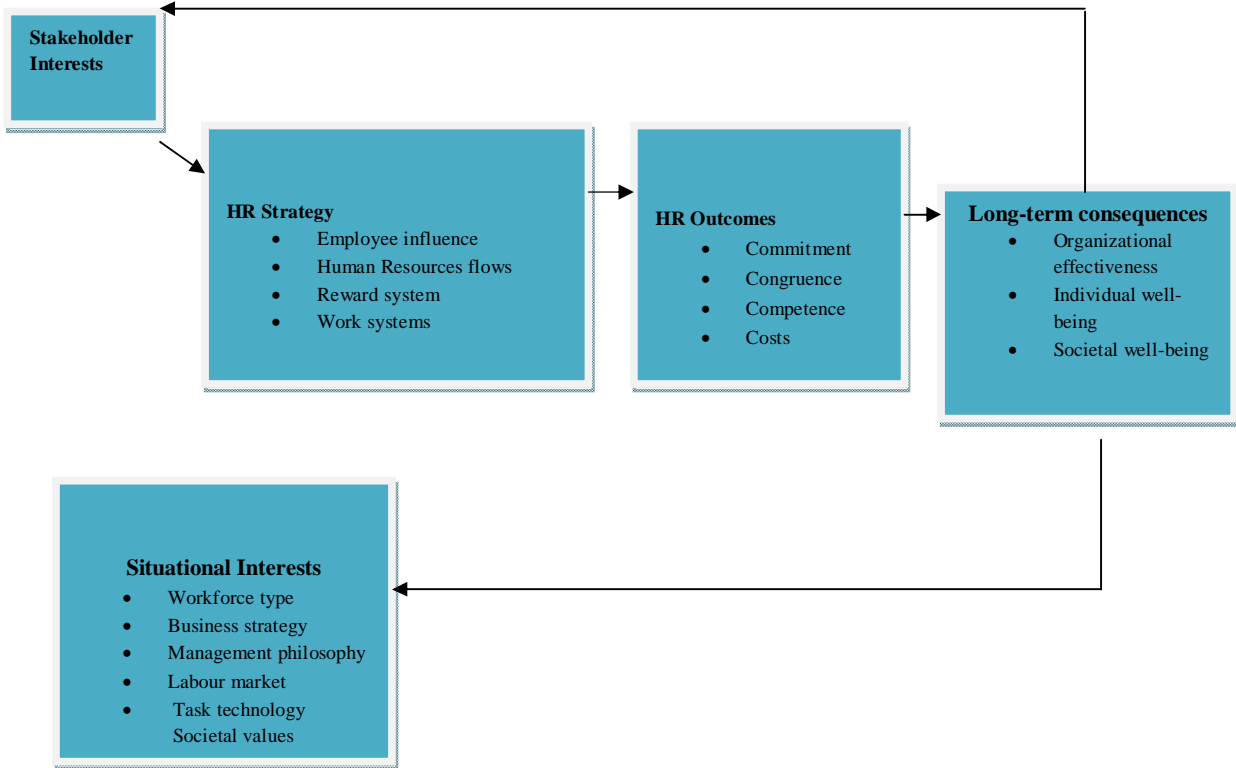
1. Harvard Model

The Harvard model (Beer et al., 1984) presented on the next page, works as a strategic map to guide all managers in their relations with employees and concentrates on the human or soft aspect of HRM. It emphasize at employee commitment not control. It also works on the premise that employees needed to be congruent, competent and cost effective.

2. Michigan Model

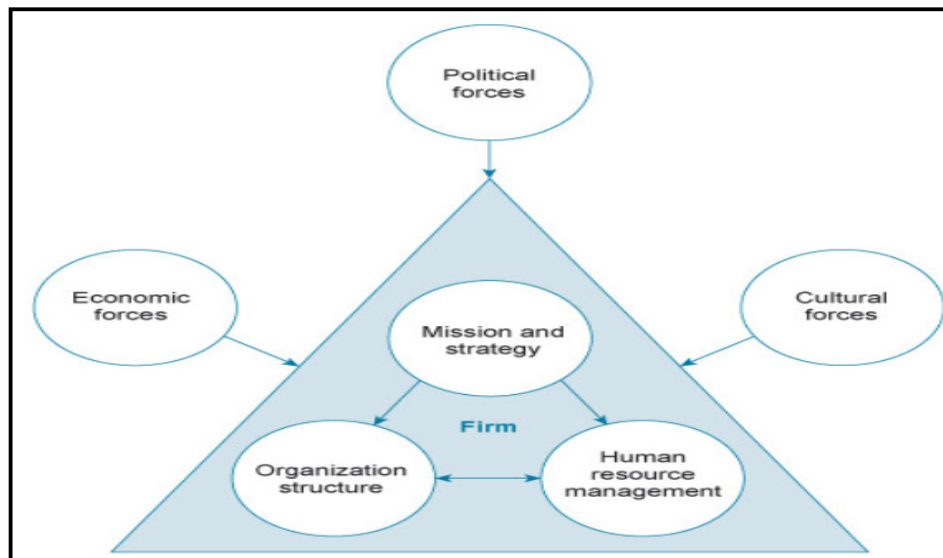
The Michigan model (Devanna et al., 1984) presented on the next page, focuses on hard HRM. It holds that people should be managed like any other resources and so obtained cheaply, used sparingly, developed and exploited fully. It also emphasized the interrelatedness of HRM activities. According to this model, selection, appraisal, development and rewards are geared towards organizational performance.

Figure 2.3: Harvard Model of HRM



Source : Beer et al. (1984)

Figure 2.4: Michigan Model of HRM

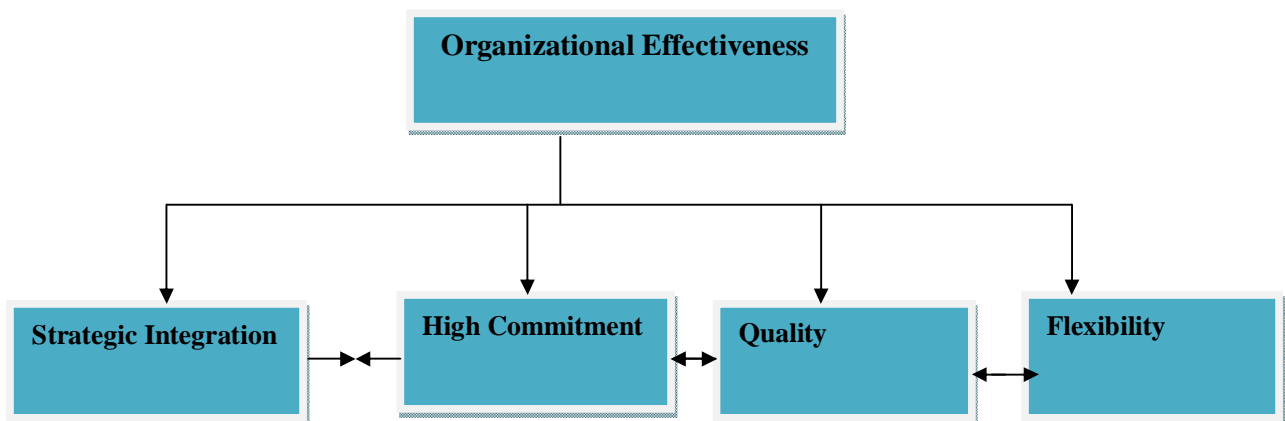


Source: Devanna et al. (1984)

3. Guest Model

Guest comparative model (Guest, 1997) works on the premise that a set of integrated HRM practices will result into superior individual and organizational performance. It advocates a significant difference of HRM from PM. It holds that HRM strategies like differentiation, innovation, focus on Quality and cost reduction will lead to practices like better training, appraisal, selection, rewards, job designs, involvement, and security leading to more quality outcomes; commitment and flexibility. It will then affect performance in that productivity will increase; innovation will be achieved as well as limited absences, labour turnover, and conflict or customer complaints.

Figure 2.5: Guest Model of HRM

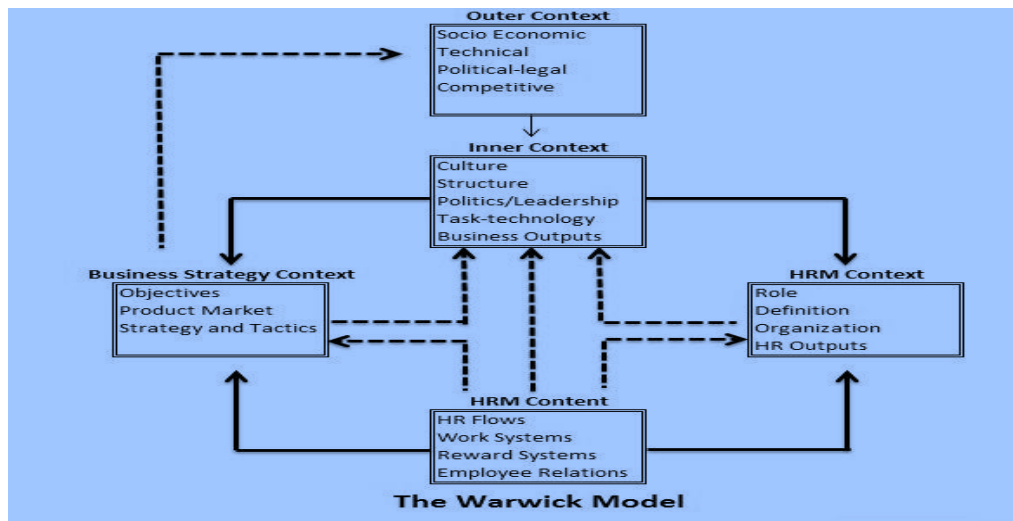


Source: Guest (1997)

4. Warwick Model

This model was developed by Hendry and Pettigrew (1990) at center for strategy and change, Warwick University in early 1990s. It emphasizes on analytical approach to HRM. It also recognizes the impact of the role of the personnel functions on the human resource strategy content. The researcher focused their research on mapping the context, identifying the inner (organizational) and external (environmental) context.

Figure 2.6: Warwick Model of HRM



Source: Hendry & Pettigrew (1990)

2.1.11 STUDIES DURING PRE-1991 ON HUMAN RESOURCE MANAGEMENT PRACTICES

The key constituent along with profit maximization for industry is that the value, attitudes, general direction and quality of the people decide the business development. The shift from manufacturing to service and the escalating pace of technological change are making human resources the element to the nation's well-being and increase and in a service-oriented industry like banks, hospitals, railways, pharma etc. The quality, quantity and exploitation of human resources become all the more important observed by Sar, Garth and Ray (1972). Dick and Carey (1978) designed training model based on ADDIE model, consisting of following steps:

1. Instructional goals
2. Instructional analysis
3. Behaviors and learner characteristics

4. Performance objectives stage
5. Criterion-referenced test item
6. Instructional strategy
7. Instructional materials
8. Formative evaluation
9. Summative evaluation.

Nadler (1979) made a difference between human resource deployment and human resource development. He states that human resource utilization covers traditional functions of personnel administrations, whereas human resource development includes mainly training, education and development. He further identifies three main roles for the human resource development managers with some sub roles. Rao (1982) studied and assessed 45 organizations' HRD practices and observed that:

1. Performance appraisal system is for regulatory purpose mostly and less for HRD development.
2. Salary growth used as a reward mechanism.
3. Potential appraisal scheme is not well practiced.
4. Training is well attended by employees.

Kaye (1984) studied connection between performance appraisal and career development and shown that both performance appraisal and career development have prospective for developing human resources; potential that can be augmented by linked them together to meet the needs of the both individual employees and the organizations.

Pereira (1985) studied Larsen and Tourbo's (L & T), human resource development system. L & T introduced an integrated human resource development scheme before 1985. He traced procedure and the past of human resource development system (HADS) and changes in it. They covers performance appraisal, training and organizational development. He pointed out that HRD department is now estranged from the personnel department, critical attributes required for the job have been recognized and the organization is heading towards the establishment of possible appraisal system.

Gupta and Gangotra (1986) studied human resource development (HRD) practices in Jyoti Ltd. and pointed out that first effort to commence HRD in 1980 was not encouraging. But effort made in 1982 (2nd) was quite winning. In 1983, there was change in the organizational arrangement of the company. The HRD department used the chance to initiate organizational development behavior in the company. A series of organizational development (OD) were prearranged to improve individual inter-personal and team efficiency. HRD practices in TVS Iyengar and Sons, Sundram Fasteners Ltd. (SFL) BHEL were studied by Sundaram (1986), Krishna (1986), and Jain (1986) correspondingly. Similarly D'souza had decisive look of training in Indian industry (1986) and concluded that the return on investment on training is very run-down because people are sent for training in many industries as 'fringe benefits' and very little is being done to make use of learning, once the people return from a training Programme.

Keller (1987) developed ARCS model for motivational purpose. Attention, relevance, confidence and satisfaction (ARCS) are must to be adopted in motivational design. Thus organization's training mostly introduced this model for the benefit of employee.

Abrahm (1988) studied banks' HRD climate based on 38 items of HRD climate. A questionnaire was developed and administered. He found out certain gap between belief of the top management and their practice with regard to human resource development, promotions was time-bound practiced and seniority principle was used. Bank employees think job rotation as facilitator for them.

Verughese (1989) studied Crompton Greaves Ltd. (CGL). He observed that task force identified role analysis; performance appraisal and counseling as their priority areas were suggested by company's consultant and was implemented by company. The study indicates a high degree of commitment towards HRD and climate diagnostic survey was conducted and used/adopted periodically.

Sachdeva and Arora (1989) studied relationship between improving employee relations climate and human resource development in Eicher Good Earth. They explored in detail the experiences in developing HRD system in the company. The feedback was carried out, including an attitude survey to evaluate employer satisfaction covering 19 aspects of their jobs and organizational climate, ranging from job content and compensation to opportunities for development and union management relations. SWOT analysis was also carried out to recognize areas requiring development and then HRD was implemented. After 15 months, a significant change was observed.

2.1.12 STUDIES ON HUMAN RESOURCE MANAGEMENT PRACTICES DURING 1991-2000 PERIOD

Ishwar (1991) state that for HRD, three things are important namely (1) way to better adjust the individual to his/her job and the environment, (2) the greatest involvement of the employee in various aspects of his work, (3) the greatest concern for enhancing the

capabilities of the individual. Some organization may attain a saturation point in terms of their enlargement over a period of time to uphold such a saturation level of growth and to facilitate the organization to operate in the changing environment; employees are to be helped to sharpen their existing competencies and to obtain new ones.

Raman (1992) studied the HRD experiences of State bank of India, particularly training and he stated that the training beliefs of SBI as follow: “Training in SBI is a pro-active, premeditated and continuous process as a fundamental part of organizational development. It seeks to communicate knowledge, improve skills and reorient attitude for individual growth and organizational effectiveness.”

Economic Survey (1994) state that human development is the decisive goal of our development programmes and is also critical for development of social sectors, such as education and health, is critical for sustaining higher rates of overall economic intensification in an increasingly incorporated world economy.

Jain (1996) examined on the basis of primary data HRD sub-systems including (i) goal setting, role analysis, career planning, performance appraisal and executive development, in two organization at middle management level, (ii) management policy, potential appraisal and organization development at the top management level, (iii) training at the lower level, (iv) inter-level relationship in the various HRD sub-systems, effectiveness variables and personal history. Bharat Heavy Electricals Ltd. (BHEL) and National Fertilizers Limited (NFL) two companies are studied. The result shows that there exist better career planning in BHEL than NFL. On the job training and class-room training were found to be the most widely used methods for imparting training in two organizations.

Pattanayak (1997) evaluates training in the Indian industries and observed that:

1. About 70 percent of the trainees felt that intensity of training objects and training itself was not enough.
2. Almost 55 percent respondent felt that approach towards their job after they attend training Programme not changed much.
3. Almost 70 percent respondent responded that their superintendent shows the moderate interest when they return from training.

Kondula (1998) conducted survey in India's most valuable 59 companies and their case studies to discover the association between strategic responses of organizations and the strategic HRD systems. The study finds that the standing of strategic HRD system is moderate. There are constraints in the accomplishment of performance appraisal, worker involvement and communication.

Lapla and Benstel (1999) have assessed the purpose of training and innovation in work place performance productivity. They observed that training leads to amplification in the quality of labour, by equipping employees with greater skills and knowledge. Training needs arises as per changes in demographics of employees, increasing job complexity technology and competition. Jitendran and Baum (2000) studied human resource development and sustainability in Indian tourism and observed that only 'on the job' training is practiced by Indian tourism industry.

2.1.13 STUDIES ON HUMAN RESOURCE MANAGEMENT PRACTICES DURING 2001--2013 PERIOD

Dhar (2001) assessed recruitment and promotion policies, merits and competence, performance appraisal and motivation, morale and commitment. He recommended the following:

- Recruitment and promotion policies to be reviewed time to time.
- Merits and competence should be given greater prominence in promotion.
- Performance appraisal system to be personalized and undertaken time to time.
- Motivation, morale and commitment and sense of belonging and involvement of employees at all to level should be enhanced.

Hansson (2002) studied two questions, based on 26 company's data. He examines (1) what determines employee training from an organizational perspective and (2) to what extent training investments contributes to company performance. He concluded that the training have positive effect on organizational performance.

Rao (2003) states in his another study that Indian organizations seem to consideration to human resource development as (i) they do not trace the structure principles, (ii) very few have response and counseling system (iii) no separate possible appraisal system and (iv) generally do not have full time human resource development catalyst.

Holbeche, (2004) study that the tactical significance of job analysis and capability assignment is grounded in their usefulness as systematic procedures that give a lucid foundation on which to build a logical approach to manage human resources.

Ghulam and Shrinivas (2005) examined gender wise observation and approach on HRD climate in Indian banking sector with special reference to state bank of India (SBI). The survey conducted with great concern in order to get an identical representation of respondent with different characteristics viz. cadre, gender, service, age. Objective of the study were:

- To analyze the perception of male and female employees with regards to HRD environment.

- To discover the attitudinal differences between male and female employees on HRD activities in the selected organization.
- To propose measures for the implementation of HRD process faithfully without any gender discrimination in the selected organization.

For this study, to gather the information, sample of 200 employees from diverse levels was selected from the recognized twenty branches of SBI in Andhra Pradesh by using random sampling method. Analysis revealed that women employees were more satisfied with the existing HRD environment than that of male employees in the bank.

Vazirani (2007) studied benchmarking of human resource practices in selected pharmaceuticals companies and finds that all the companies surveyed had a performance management system, which in turn helps to identify training needs of employees, promotions enhancing decision making ability, career planning discipline.

Khan (2008) finds that most of the employees feel need to re-structure the organizations, train and develop them according to its pre-determined objectives. They feel that their potentialities are not fully utilized for enhancing performance/productivity of organizations also that conflict between employees and the management leads to unsatisfactory service.

Kundu and Malhan (2009) is a comparative study of Indian and multinational companies. Performance appraisal, workforce diversity and contemporary human practices, training and benefits, human research planning and recruitment, selection and socialization of employees, and competitive compensation etc. was assessed by researcher based on 218 sample respondents from four Indian and multinational insurance companies and it was found that multinational companies were comparatively weaker on performance appraisal, training and benefits, HR planning and recruitment etc. than Indian companies.

Gowali (2010) reviewed studies on human resource development /management incorporate sector of Indian covering manufacturing and service sector. She found that there is not much difference between the human resource development practices in manufacturing sector and service sector and there is an impact of employee motivation towards training Programme on transfer of learning on the job. Improving the competence of workforce through training and development activities is seen as a way of creating a competitive advantage. From the strategic perspective, training is employed not only to improve an employee's current skills but also to prepare each employee for future responsibilities. In the process of learning within an organization, human capital becomes increasingly firm specific and cannot readily be reproduced by its competitor

Bhamare (2011) studies human resources practices of women's urban cooperative banks in Maharashtra. Practices in manpower planning, recruitment, training performance appraisal, promotion, career planning and welfare were studied on the basis of primary data collected by way of questionnaire, by using frequency and percentage and average as a statistical tools and techniques. Strategic approaches to recruitment are rare but recruitment is a strategic opportunity indeed. Ideally recruitment should not simply be a question of filling gaps, instead should be productively focused on bringing the specific kind of skills and experiences in the organization.

Makela, Sumelius, Hiogland and Ahlvik (2012) Confederation of Indian Industry (2012) and Index advisory private Ltd. studied the state of human resources/industrial relations in small and medium enterprises segment. They assessed basic human resources, recruitment, training, and manpower planning, performance management, and compensation, career planning and industrial relation. They found only 61 percent companies have presence of human resource department.

Bozkurt and Ertemsir (2013) they determined the relationship between strategic HRM practices and innovation in organizations. 48 organizations is the coverage of the study. They found a positive and strong relationship between innovation and HRM practices such as training development, participation to decision making, job analysis, job identification, performance evaluation and career management. Also it was observed by them that organizations that participated to the research have been using their strategic HRM practices at a medium level. This is based on primary data, collected through e-mail using convenience sampling. 48 companies were selected from various sectors such as health, media, textile, retail and banking.

To effectively enhance employee motivation and productivity, the performance measurement and feedback must be aligned with the organization's business strategy and organizational culture. Kim and Sung-Choon (2013) Further about role of HRM through innovation, they observed that although HR executives' involvement in strategic management was not always associated with firm performance, their involvement had a substantial effect when the firm pursued an innovation strategy for which skilled employees were a critical source of core competence.

The main aim of the research was to study challenges in front of the managers to adopt different skills and practices for survival and growth of organization in the global village. This study tells that global HRM is not a simple bundle of conventional functions like recruitment, promotion, responsibility, ensuring satisfactory wages and compensation but it calls for astute, psychological gambits and maneuvers, HR strategies should be linked with business goal of organization. This study tells that globalization brings significant changes not only in operating boundaries but also in corporate HR functions and strategies. Organization should develop competency model to identify critical success factors that

distinguish high or low performance and integrate HR system. HRM function can no longer be treated as mere support function. In most of the leading organization worldwide, the HRM function is now being treated as strategic partner of the organization through strategic HGRM intervention. This study also suggests that current HRM practices and its implementation in the globalized corporation need to be restructured in the context of challenges faced by the organization.

2.2 JOB SATISFACTION RELATED STUDIES IN SMALL HOSPITALS

2.2.1 INTRODUCTION

This chapter reviews the past researches on similar or related topics and helps the researcher in providing sound research groundwork to comprehend the issues on which the study is focused. Job satisfaction is a comprehensive construct with a selection of definitions and related concepts, which has been studied in a diversity of disciplines for many years to now. Some information related to the job satisfaction is presented below:

2.2.2 CONCEPT OF JOB SATISFACTION

The concept of job satisfaction conventionally has been of great significance to social scientists concerned with the problems of work in an industrial society (Spector, 1997). A number of consequences have been shown to result from job satisfaction/dissatisfaction, both with respect to the workers psychological well-being and with respect to the efficient functioning of organizations.

Despite the large number of studies that have dealt with these issues, there has been small communication of knowledge. Much of this complexity stems from problems in comparing

studies and estimating trends due to dissimilarity in measurement of job satisfaction, sampled populations and time periods

Job satisfaction is closely related to the indulgence of needs. It is composed of effective, cognitive and behavioral rudiments. These rudiments vary in their intensity and steadiness from one individual to another. Thus, job satisfaction is the satisfaction derived from any pursuit directed by the process of fulfillment of the needs. It is the favorableness or non-favorableness with which employees view their work. It results from comprehensive attitudes of employees in three areas viz., specific job and individual adjustment on the job and group relationship. Job satisfaction may refer either to a person or a group. It results from the best fit among job requirements, wants and expectations of an employee. It is used to articulate the degree of match between the employee anticipation of the job and the rewards that the job provides. Considering job satisfaction as the overall attitude of well-being with regard to job and its environment, it is not complicated to know how an employee feels about his job. The feeling about the job is directly exaggerated by the job factors like salary, kind of work performed, supervision, working conditions, prospect for progression etc. However, the factors affecting job satisfaction are not limited to the on-the-job-environment alone. Some factors pertaining to 'life away from work' are housing conditions, health, temperament, desires, expectations, neurotic tendencies, unconscious conflicts etc., Therefore, it is probable to expect the outcome of an individual's personal and social alteration on job satisfaction.

Job satisfaction has significant implications on quality of work, experience, employee mental health and physical modification. Ultimately, it may have a straight or oblique effect on organizational efficiency influencing productivity, absenteeism, turnover and other phase of employees' behavior. However, its measurement poses complex problems. An attractive approach is to find out the dissimilarity between what an employee expects about a

meticulous factor and his definite knowledge of that factor. The discrepancy gap identified by employee along with the importance attached to the factor by him gives a clear understanding of the extent and environment of his job satisfaction. Another approach is the assessment of one's professed job values which are harmonious with the basic needs.

2.2.3 DEFINITION OF JOB SATISFACTION

In order to assess the soundness of previous measurement of job satisfaction, maybe the first question to ask is "what is job satisfaction?" Unfortunately, a key problem in a review of job satisfaction literature is to describe accurately the notion of job satisfaction. Each researcher seems to work on a restricted aspect of the field and defines his/her variables in stipulations of the concepts with which she can work most effortlessly. Those different approaches and theoretical ideas frequently make it hard to evaluate the results of various studies. In the initial research studies on job satisfaction, the three terms "job satisfaction", "job attitudes", and "morale" frequently caused perplexity because many researchers used them interchangeably while others drew important distinctions amid them.

Cranny, Smith, and Stone (1992) viewed Job satisfaction as "an affective (that is, emotional) reaction to a job, that results from the incumbent's comparison of actual outcomes with those that are desired (expected, deserved, and so on)".

Arnett, Lavarie and McLane's (2002) definition is summarized by saying that job satisfaction is reflected as an employee's general affective assessment of himself/herself in the context of his or her job.

Greenberg and Baron (2008) view job satisfaction as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work and added that it is important

to understand the concept of job satisfaction as there is no single way to satisfy all workers in the workplace.

Job satisfaction can also be defined as a worker's emotional response to different job related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation (George & Jones, 2005; Robbins & Judge, 2007).

2.2.4 INDIVIDUAL FOCUS ON JOB SATISFACTION

Job satisfaction classically refers to the attitudes of a single employee. For instance, a superintendent might conclude "Antonio Ortega seems very pleased with his recent promotion." When assessments of personal satisfaction are averaged across all members of an employment unit, the universal term used to explain overall group contentment is morale. Group morale is particularly significant to observe since persons often take their social cues from their work connections and accept their own attitudes to be conventional to those of the work.

2.2.5 OVERALL MULTIDIMENSIONAL FOCUS ON JOB SATISFACTION

Job satisfaction can be viewed as a general attitude, or it can be relevant to the variety of parts of an individual's job. If it is viewed only as a general attitude, though, managers may overlook considering some key concealed exception as they evaluate as employee's general satisfaction. For example, although Antonio Ortega's general job satisfaction may be high, it is vital to determine both that he likes his promotion and that he is discontented with his profession schedule this year. Job satisfaction studies, consequently, frequently focus on the

diverse parts that are supposed to be significant, since these job-related attitudes incline an employee to behave in confident ways. Significant aspects of job satisfaction comprise pay, one's supervisor, the nature of task performed, the colleagues or team, and the immediate working conditions. Since job satisfaction is unsurpassed viewed as being multidimensional, managers are cautioned not to permit a worker's high satisfaction on one constituent to compensate high dissatisfaction on another by arithmetically blending both feelings into a standard rating. The studies may, yet, usefully separate their awareness between those rudiments which are directly related to job content (the nature of the job) and those which are part of the job circumstance (the supervisor, coworkers, and organization).

2.2.6 THEORIES OF JOB SATISFACTION

2.2.6.1 Maslow's Hierarchy of Human Needs

A.H. Maslow developed the hierarchy of human needs model during 1940-50's. Maslow's hierarchy of needs is one of important elementary motivation theories. According to Maslow's theory, human needs separated into five categories. These categories hold all human activities, which are "Physiological or Basic Needs", "Security or Safety Needs", "Belonging or Affection Needs", "Esteem or Ego Needs" and "Self-Actualization Needs". According to Maslow, people lean to gratify their needs, in a definite order of preference; within each level, there are needs that employees would like to be fulfilled. For instance, when physiological and security needs are satisfied, higher needs that are belonging, esteem, and self-actualization become important. In other words, the postulation of this model is that, only feeling satisfied, to a certain level, about needs of a lower level creates a wish to apply a need on a higher level (Sypniewska, 2013). Each employee of an organization would have a preference to move to the next level after achieving the needs at the lower level, and then the old need loses its importance since it is satisfied.

Figure 2.7: Five Basic Human Categories of Maslow's Hierarchy



Source: Maslow (1943)

Physiological or Basic Needs: This is the primary level of needs in the Maslow's hierarchy of needs model. In this level of hierarchy, these are required to be contented in order to stay alive. Physiological needs consist of food, water, drink, shelter, warmth, sleep and other factors essential for continued existence.

- 1. Security or Safety Needs:** These are the needs in the second level of the hierarchy, which consist of self-protection, physical environment, law, limits, avoidance of harm, stability, freedom from emotional suffering and stipulation for the future.
- 2. Belonging or Affection Needs:** This is the third level of needs that an employee would like to realize. These needs are friendships, companionship and grouping of people for various activities, affection, love, family, relationships and work group etc. Belongingness needs relate to requirements for friendship and love.
- 3. Esteem or Ego Needs:** The fourth level of needs consists of self-esteem, achievement, mastery, independence, status, dominance, prestige and managerial responsibility, possession, authority and receiving respect by additional employees. These types of needs can be faced in work and social life.

4. Self-Actualization Needs: These are the fifth and the highest level of needs, which are self-fulfillment, realizing personal potential, seeking personal growth and experiences, personal growth and development. These kinds of needs represent to make the fullest of capabilities, to develop oneself and to be creative in the work environment (Gerceker, 1998). The theory makes a significant contribution to modern business life about motivation (Luthans, 1995) and it provides organizations to motivate their employees in the point of view that motivated employees expected to be more satisfied. Thanks to fundamental approach of this theory, an organization offer different incentives to workers in order to fulfill their needs and to progress them up the hierarchy.

This theory has gained enormous recognition due to its precision and its arrangement. However, many researches criticized the theory and supplementary changes that are made based on the theory. The most important criticized point about the theory is connected with its postulation: after a lower level of want is fully met, an employee is motivated to fulfill the next need in the ladder. In the existent life, it appears that a variety of categories of needs concurrently can be fulfilled and definite behavior can be intended at higher needs, while the lower ones have not been contented yet.

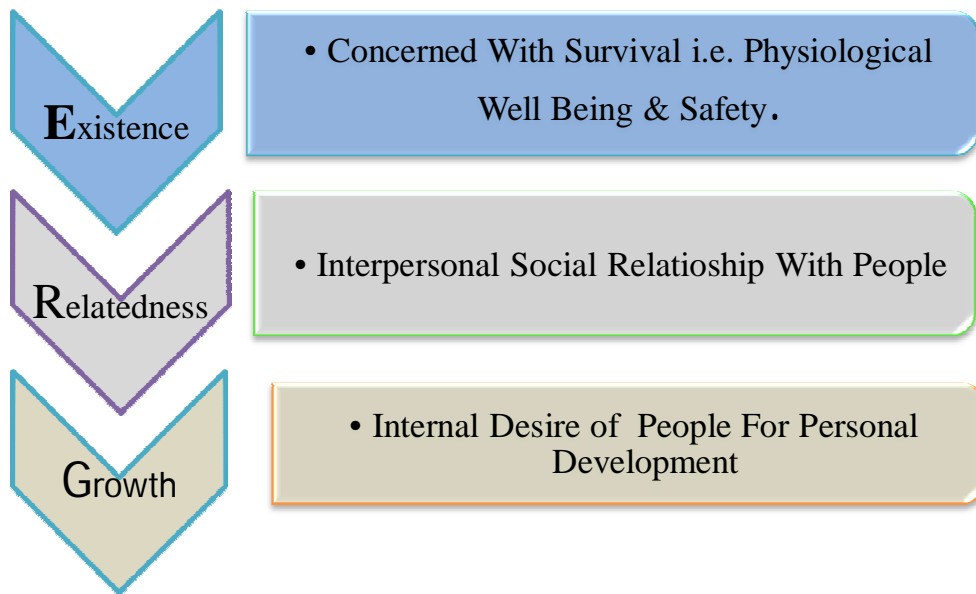
According to Graham (1992), Maslow's table underestimates the needs of people and it simplifies them by consortium into five classes, and, according to this hierarchy of needs, disappointment towards a need cannot be explained. Maslow's theory has gained immense recognition due to its lucidity and its constitution. However, many researches criticized the theory and supplementary changes that are made based on the theory.

2.2.6.2 The ERG Theory

Alderfer (1969) proposed Existence-Relatedness-Growth Theory. The ERG theory is an addition to Maslow's hierarchy of human needs theory. Alderfer affirmed that needs could be classified into three categories, rather than five and these are; existence needs, psychological and safety needs; and relatedness needs. Existence needs are analogous to Maslow's physiological and safety need categories. Relatedness needs entail interpersonal relationships, which are analogous to Maslow's belongingness and esteem needs. Growth needs are connected with the achievement of one's potential, which are associated with Maslow's esteem and self-actualization needs (Barnet & Simmering, 2006).

Alderfer and Maslow's theories are alike, but Alderfer (1969) propose that when an individual is repeatedly incapable to meet upper-level needs, the lower level needs become the foremost determinants of their motivation. In other words, the ERG theory differs from the ladder of needs in which it suggests that lower-level needs must not be entirely satisfied before upper-level needs become fulfilled (Burnet & Simmering, 2006). Alderfer also affirmed that persons are motivated by moving onward and toward the rear between these levels (Ramprasad, 2013). In detail, according to Alderfer (1972), in the case of relatedness satisfaction decreases, the subsistence necessities tend to expand while growth requirements decrease (backward movement). On the other hand, in the case of relatedness contentment increases, growth desires tend to increase while existence desires decrease (forward movement).

Figure 2.8: The ERG Theory



Source: ERG Theory, Alderfer (1969)

2.2.6.3 Herzberg-Two Factor Theory

In 1959, Herzberg and his contemporaries introduced the “Two Factor Theory” which is one of the most well-known theories in the management field. His study was conducted based on semi-structured interviews of a sample of 203 accountants and engineers from a business enterprise in Pittsburgh. The main goal of the study was to recognize the moments when the contestant felt good or bad about his/her job. Participants were asked two questions; the first was to explain in detail the times that they felt superior about their job, and the second was to explain in detailing the times when they felt bad about their job (Herzberg et al., 1959).

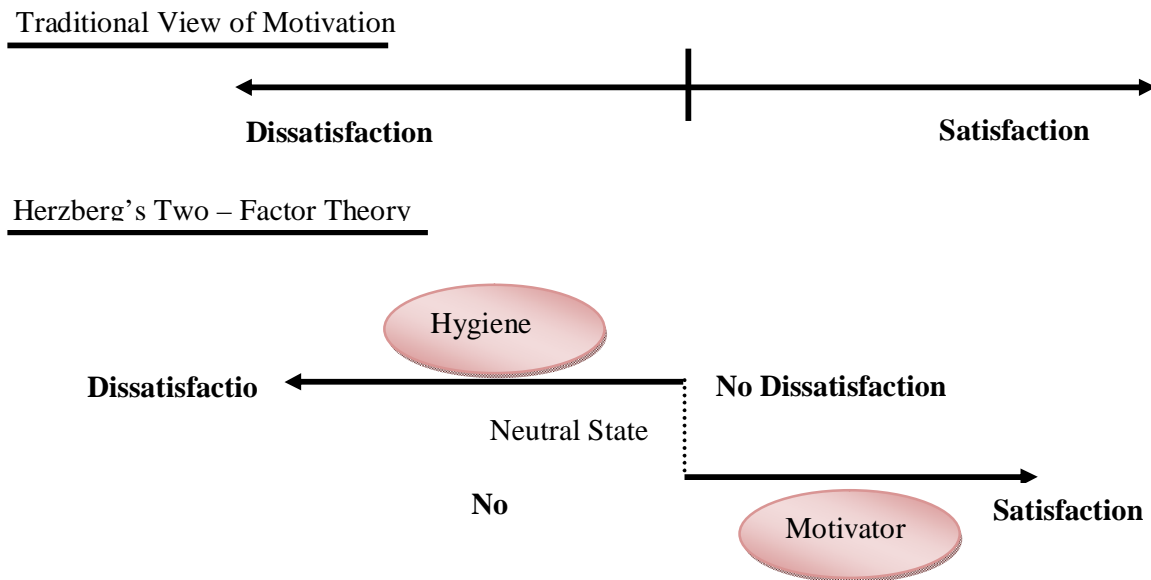
On the beginning of the answers of these questions, Herzberg classifies the job factors into two main categories. He called the first “hygiene” and the second “motivators.” He argued that hygiene factors resulted mainly from extrinsic factors (e.g. company policy, interpersonal

relations, working conditions, pay, status, and job security) and were mainly originate in employees' descriptions of the bad events (negative events). These factors are connected with work atmosphere and can barely provide a real feeling of job satisfaction. However, when these factors fall below the satisfactory level for the employee, job dissatisfaction emerges as an effect. He also argued that all a person can suppose when satisfying the hygiene factors is to avoid the feeling of dissatisfaction and the deprived levels of job performance, as its survival will help eliminate the barriers to realize job satisfaction. Therefore, the hygiene factors offer modest chance for self-actualization because they don't offer the employees the chances for responsibility or achievement (Carrel et al., 2000).

On the other hand, motivators (e.g. achievement, recognition, work itself, responsibility, advancement, and possibility of growth) were connected to the content and temperament of the job itself (Steers et al., 1996) and were mostly found in employees' descriptions of the good events (positive events). These motivators offer a better chance for self-actualization and creativity. Accordingly, the only way for employees to attain satisfaction and motivation is by using the motivators. However, the lack of these factors will not lead to job dissatisfaction, as in the case of the absence of the hygiene factors, but the result will reach the "neutral state" as in the case of the existence of the hygiene factors (Herzberg et al., 1959). Consequently, to reach job satisfaction there are two stages that must be fulfilled. The first is to eliminate job dissatisfaction by satisfying the employee's hygiene factors, this will just bring the employee's satisfaction to zero point (neutral state). The motivators can then be used to remove the employee's satisfaction from zero point to a positive level of job satisfaction (Herzberg et al., 1959). Herzberg's ideas were dissimilar from other researchers in that other researchers dealt with satisfaction and dissatisfaction as opposites, while Herzberg considered that satisfaction and the factors that lead to satisfaction are completely

dissimilar to those factors that lead to job dissatisfaction; he supposed that the reverse of satisfaction is zero satisfaction, while the reverse of dissatisfaction is zero dissatisfaction (Herzberg et al., 1959). The dissimilarity between the traditional model of motivation and the ideas of Herzberg's theory can be summarized in the following figure.

Figure 2.9: Traditional Model and Herzberg's view of motivation



Source: Adopted from Cherrington (1989)

The Two-Factor Theory is a better theory that has made an immense progress to managerial information as it clarifies the diverse sources of job attitudes. It had a descriptive power that stimulated researchers and generated an enormous volume of refreshment in the field of industrial psychology (Whitsett and Winslow, 1967). One of the supreme contributions of Herzberg's theory was to shed light on the content of work motivation, emphasizing that management is not motivating their employees when focusing only on the hygiene factors, and that only a challenging job that includes the possibility for achievement, advancement, responsibility, recognition, and growth can motivate people (Luthans, 1995). Moreover,

Herzberg's theory has received some support from researchers, as many studies show a general support of Herzberg's idea that factors leading to job satisfaction (motivators) are different and not simply opposite to the factors leading to job dissatisfaction (hygiene). This idea was supported by the investigations of several researchers (Brislin et al., 2005; Centers and Bugental, 1966; Couger and Ishikawa, 1995; Halpern, 1962; Myers, 1971; Meagher, 1979; Saleh and Grygior, 1969; Soliman, 1970).

Some scholars criticized the idea that the motivators and hygiene are the two independent factors, and that hygiene factors have no contact on motivating workers. They argued that some hygiene factors may act like motivators, and motivators can serve as sources of dissatisfaction and satisfaction. This thought was carried by the work of many researchers (Brenner et al., 1971; Brown and Humphreys, 1995; Ewen, 1964; Ewen et al., 1966; Friedlander, 1963; Friedlander, 1964; Graen and Hulin, 1966; Hulin and Smith, 1967; Lahiri and Srivastava, 1967; Lindsay et al., 1967; Lock and Whiting, 1974; Ruthankoon and Ogunlana, 2003; Usugami and Park, 2006; Wernimont, 1966). Furthermore, from a methodological point of view, Cherrington (1989) argued that the hygiene-motivator theory is methodologically bound, as it only produces supportive results if Herzberg's technique is used, and that using different methods produces different results. French et al. (1973) supported the previous opinion by illustrating that others, who have used different data collection methods, failed to gain results that were consistent with Herzberg's results. Moreover, Brenner et al. (1971) raised the question of the simplification and validity of its findings, as they argued that the use of the single technique of measurement (semi-structured interview) was not sufficient for ensuring the trustworthiness and validity of the results. Additionally, Ewen (1964) and Ewen et al. (1966) disagreed with the use of the 'recall' technique used by Herzberg as they supposed that it was question of 'bias'. Moreover, the

‘self-report’ practice that was used in Herzberg’s study has also been subject to disparagement as it may not be precise in measuring behavior and attitudes (Friedlander, 1966). Overall, *“Herzberg added much to the better understanding of job content factors and satisfaction, but like his predecessors, he fell short of a comprehensive theory of work motivation. His model describes only some of the content of work motivation; it does not adequately describe the complex motivation process of organizational participants”* (Luthans, 1995).

2.2.6.4 McGregor’s Theory X & Theory Y

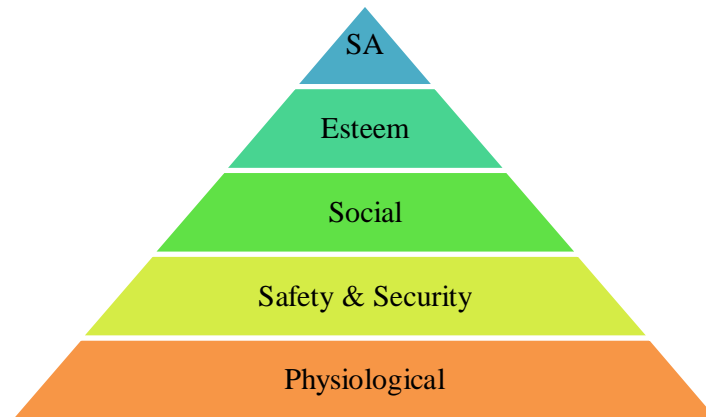
Motivational Theories X & Y

**Theory Y – a set of assumption
of how to manage individuals
motivated by higher order**

**Theory X – a set of assumption
of how to manage individuals
motivated by Lower order**

Douglas McGregor introduced Theory X and Theory Y, which contains two dissimilar supposition sets corresponding to associations between managers and employees (DeCenzo& Robbins, 1994). The main postulation of Theory X is that workers dislike work and have propensity to avoid it. This kind of people must be incessantly controlled and threatened with punishment in order to achieve the desired aims. On the other hand, Theory Y is understood that employees could have self-direction or self-control if he/she is dedicated to the jobs (Gerceker, 1998). According to McGregor, Theory Y is painstaking as more valid and greater job participation, autonomy and responsibility; given employees increase employee motivation (De Cenzo& Robbins, 1994).

Figure 2.10: McGregor's Theory X & Theory Y



Source: McGregor (1960)

2.2.6.5 Need for Achievement and Basic Needs Theory

Need for Achievement Theory was developed by McClelland (1951, 1961) and Atkinson (1964). Individuals' needs are separated into three psychological needs. These main needs in this theory are the need for affiliation, for power, and for achievement. Firstly, the need for affiliation reflects an aspiration to set up social relationships with others. Secondly, the need for power is a wish to manage one's environment and control others. Thirdly, the need for accomplishment is a desire to take responsibility, set challenging goals, and obtain performance feedback (Garrin, 2014).

This theory has been a corner stone for various empirical and experimental researches. The key point of the theory is that when one of these needs is strong in a person, it has the impending to motivate behavior that leads to its satisfaction. Thus, particularly managers should attempt to develop an understanding of whether and to what degree their employees have these needs, and the degree to which their jobs can be prearranged to satisfy them (Higgins, 2011).

2.2.6.6 Process Theories of Job Satisfaction

Process theories attempt to explain job satisfaction by looking at expectancies and values (Gruenberg, 1979). Within this concept, Vroom, Adams and Hackman & Oldman became the most famous theorists.

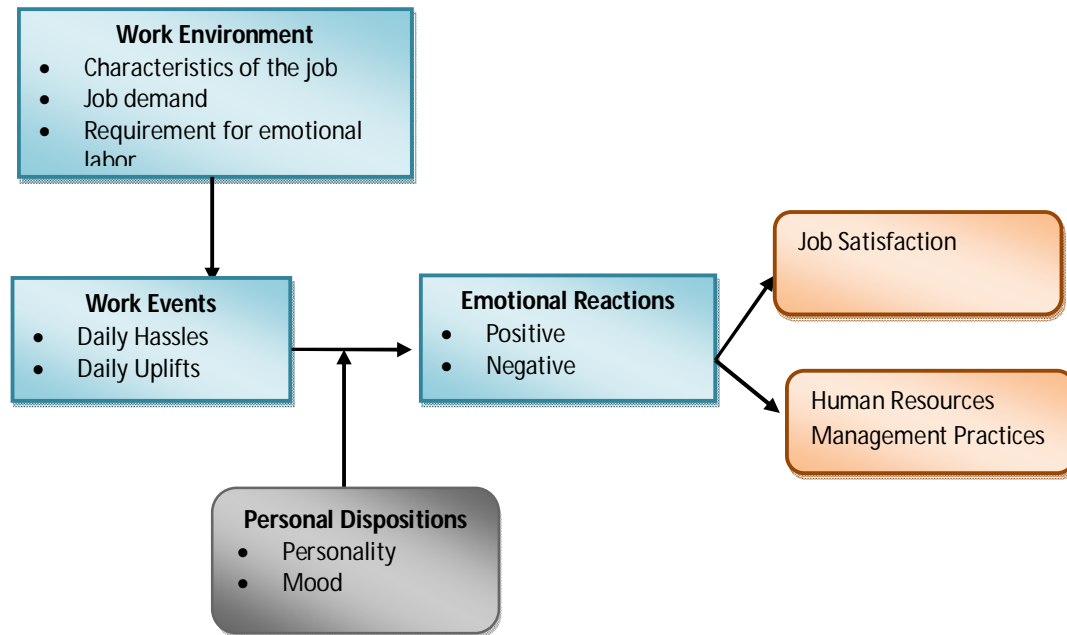
2.2.6.7 Affect Theory

Locke's (1976) Range of Affect Theory is debatably the most well-known job satisfaction model. The major principle of this theory is that satisfaction is determined by an inconsistency between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular surface of a job, his satisfaction is more deeply impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that surface. To exemplify, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

According to Thompson & Phua (2001) the affective event theory was developed by Psychologist Howard M. Weiss and Russell Cropanzano to elucidate how emotions and moods influence job satisfaction. The theory explains the linkages between employees' internal influences - cognitions, emotions, mental states etc. and their reactions to incidents

that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, Dick, Fisher, West & Dawson, 2006).

Figure 2.11: Affective Event Theory



Source: Locke (1976)

The theory additionally proposes that affective work behaviors are explained by employee mood and emotions, while cognitive-based behaviors are the finest predictors of job satisfaction. In addition, the affective events theory emphasized that positive-inducing and negative-inducing emotional incidents at work are discernible and have a considerable psychological impact upon workers' job satisfaction. This resulted in lasting internal and external affective reactions exhibited through job performance, job satisfaction and organizational commitment.

Rolland & De Fruyt's (2003) research findings on personality in shore up of affective events theory shows that there are a number of factors that persuade the theory. These are:

consciousness, agreeableness, neuroticism, openness to experience, and extraversion. Regular reviews should be done on standard basis in both medium and large organizations. The type of feedback on performance provided by managers can affect employee performance and job satisfaction (Fisher & Ashkanasy, 2000). Closely related to this theory is Locke's (1976) Range of Affect Theory. The major principle of this theory is that fulfillment is determined by an inconsistency between what an employee wants in a job what he has in a job. The theory supplementary state that how much one valued a given facet of work (for example, the degree of autonomy) moderates how satisfied or dissatisfied one becomes when expectations are or not met. When an employee values a fastidious facet of a job, his satisfaction is more significantly impacted both positively (when expectations are met) negatively (when expectations are not met), compared to one who does not value that facet. However, too much of a meticulous facet will produce stronger feelings of dissatisfaction the more a worker values that facet (Spector, 1997).

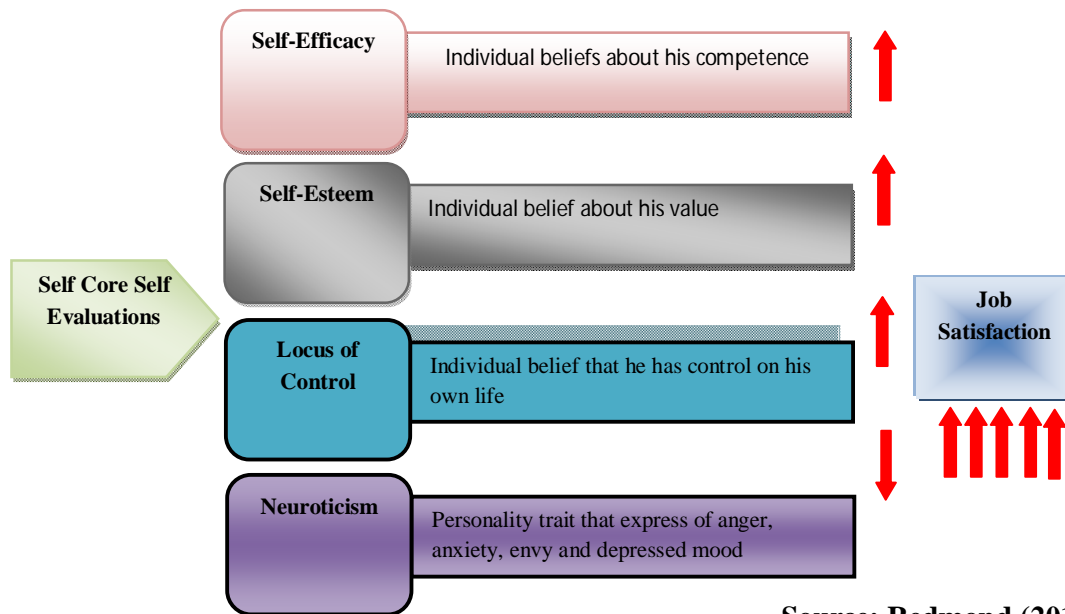
2.2.6.5 Equity Theory

Equity Theory proposes that a person's motivation is based on what he or she considers being fair when compared to others (Redmond, 2010). When functional to the workplace, Equity Theory focuses on an employee's work-compensation association or "exchange relationship" as well as that employee's effort to reduce any sense of unfairness that might result. Equity Theory deals with social relationships and fairness/unfairness, it is also recognized as The Social Comparisons Theory or Inequity Theory (Gogia, 2010).

Equity Theory of motivation, developed in the early 1960's by J. Stacey Adams, acknowledged that motivation can be exaggerated through an individual's perception of fair treatment in social exchanges. When compared to other people, individuals want to be

remunerated fairly for their assistance (the outcomes they experience match their input(s)). A person's viewpoint in regards to what is fair and what is unfair can influence their motivation, attitudes, and behaviors. Equity Theory helps elucidate how highly paid union workers can go on strike when no one else seems to comprehend why.

Figure 2.12: Theoretical model of motivational dispositions, dispositional markers,



Source: Redmond (2010)

The extent of equity is a factor that is defined by the relationship between inputs and outcomes. Employees make an evaluation between their own contribution and rewards. During this phase, if employees feel themselves as not being practically treated, this will result in dissatisfaction. If the tariff of reward are low than others, means inequality increases, employees try to increase their rewards. If this is not possible, they decrease their contribution and performance. In contrast, if this rate is higher than another's rate, feeling of guilt emerges.

Table 2.2 Equity Equations

	Individual		Compared with others
Equity	Output/Input	=	Output/Input
Negative Inequity	Output/Input	<	Output/Input
Positive Inequity	Output/Input	>	Output/Input

Negative (Also known as Underpayment); Positive (Also known as Overpayment)

Some studies connected with equality state that, for example, female may be more tolerant or face underpayment inequality than males, and they may experience less apparent inequality.

As a conclusion, Adams's Theory made an important contribution to motivation theory by pointing out social comparisons. A part from expectancy theories, which focus on the relationship between performance and reward, Adams's theory projected that motivation process is more difficult and employees evaluate their rewards by social comparisons.

2.2.7 FACTORS AFFECTING JOB SATISFACTION

Job satisfaction can be influenced by a multiplicity of factors, e.g. the quality of one's relationship with one's supervisor, the quality of the physical environment in which one work, degree of fulfillment in one's work, etc. Numerous research results show that there are many factors affecting the job satisfaction. There are particular demographic factors (age, education level tenure, position, marital status, years in service, and hours worked per week) of employees that considerably influence their job satisfaction. Satisfying factors motivate workers while dissatisfying ones avoid. Motivating factors are achievement, recognition, the job conducted, responsibility, promotion and the factors related to the job itself for personal growth. Maslow connects the formation of the existence of people's sense of satisfaction with

the maintenance of the classified needs. These are: physiological needs (eating, drinking, resting, etc.), security needs (pension, health insurance, etc.), the need of love (good relations with the environment, friendship, fellowship, to love and to be loved), need of self-esteem (self-confidence, recognition, adoration, to be given importance, status, etc.) need of self-actualization.

Up until now, numerous approaches developed for determination of the employee job satisfaction and many studies were conducted about factors that influence employee job satisfaction has been explored from the literature. Therefore, important background information is obtained about the related and effecting factors of job satisfaction. Some researchers examined the determinants of job satisfaction. Locke (1976) defined the primary dimensions of job satisfaction as the job itself, payment, promotion, working conditions, benefits of the work, fellow workers, personal values, employee relationship. In 1962, Vroom pointed out that the job satisfaction has seven aspects, i.e. the compensation, the supervisor, the colleagues, the working environment, the job content, the promotion, and the organization itself.

As a recent study, Sirin (2009) states the factors affecting job satisfaction are as follows: feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress (Cınar & Karcıoğlu, 2012). All these type of studies support the idea that employee satisfaction has many aspects and influenced by different factors (Zaim et al., 2012). According to some other studies in the literature, factors that influence job satisfaction can be sorted as follows: salary, benefits, the nature of work, pressure, career development, education and training, job nature, management style, safety, job security,

appreciation, training, workload, pay, promotional opportunities, organizational support of career, rewards, meeting, the overall working environment, department environment, physical conditions, equity, task variety, intergroup conflict, perceived organizational support, organizational commitment, delegation of power, communication, organizational integration, role ambiguity, communication with management, style of management, communication between colleagues and other groups, teamwork and cooperation, personal development, content of work, variety of task, responsibility, working hours, timings, recognition of superiors, job characteristics, job clarity, role conflict, advancement opportunities, company culture, safety at work, work content, good relationships with coworkers, technology, atmosphere at work, workload, feelings of accomplishment, performance, advancement opportunities, work exhaustion, turnover, absenteeism, performance evaluation systems, compensation, company's image and corporate culture. (Mihajlovic et al., 2008; Saane et al., 2003; Spniewska, 2013).

2.2.7.1 Environmental Factors

Some of determinant factors are explained in detail in the following parts. The factors are separated into two major groups as the determinant factors of job satisfaction: environmental factors and personal factors according to the study of Spector (1997). Environmental factors consist of working conditions, personal development opportunities, rewards, supervision, co-workers and communication. Personal factors include demographic variables, which are gender, educational level, and seniority.

2.2.7.1.1 Working Environments

Working conditions consists of the physical and social circumstances at the work. People want to work in a relaxed, safe, clean, modern and enough-equipped environment (Sun,

2002) and work in high-quality conditions such as proper temperature, lighting and noise (Green, 2000). For example, people can be troubled when they are agitated by unexpected noise such as telephones, conversations or crowding (Bridger & Brusher, 2011) and absence of temperature or lighting causes strain (MacMillan, 2012).

2.2.7.1.2 Self-Improvement

Workers want to develop their skills, abilities, knowledge, and to learn new things particularly, which provide personal growth. In parallel with, if they are content on self-improvement opportunities, their overall job satisfaction level increases. Therefore, job training plays a key role for personal growth opportunities and helps employees to be more precise with their job, as a result, employee job satisfaction increases. In addition, employee development programs develop workers' satisfaction level by giving them more sense of confidence, providing control over their career and increasing positive feelings towards their job (Jin & Lee, 2012).

2.2.7.1.3 Reward

According to Kalleberg (1977), reward is connected with the employee's aspiration, and it motivates employees. It shows what an employee wants after performing a definite task. According to Gerald & Dorothee (2004), rewards are very muscularly correlated with job satisfaction (Javed et al., 2012). Moreover, according to the related literature, rewards are separated into two categories as; extrinsic rewards and intrinsic rewards. Extrinsic rewards consist of money, promotion and benefits. Intrinsic rewards include having a sense of attainment, being part of a team success, being esteemed by superiors because of a good presentation and feeling acknowledged. Job satisfaction increases with all these feelings and returns (Basar, 2011).

2.2.7.1.4 Supervision

Employee job satisfaction is positively affected by supervisors' support and recognition of employees (Yang et al., 2011). Since the supervisors are ambassador for the institution, if they are accommodating and helpful, employees distinguish the organization as the same (Emhan et al., 2014). Communication between supervisors and subordinates determines employees' attitudes towards their jobs. In addition, management style of supervisors is significant and it can be dissimilar. For example, in one type, supervisors realize such things like inspection to see employees' performance and communicating with subordinates. In another type, they permit their subordinates to contribute in decisions related with their jobs (Yeltan, 2007;Besiktas, 2009). Moreover, lack of communication between employees and supervisors unenthusiastically affect employees' job satisfaction.

2.2.7.1.5 Co-worker

Employees that have an improved relationship with their coworkers are more likely to be contented with their job (Yang et al., 2011). According to Locke, employees desire to work with people being friendly, supportive, and cooperative (Basar, 2011). Since people spend majority of their times with colleagues, if co-workers make them happy, this has positive effect on their job satisfaction (Besiktas, 2009).

2.2.7.1.6 Communication

Communication within place of work is necessary for organizations in terms of job satisfaction. According to Ozturk & Hancer et al. (2014), there are two diverse extent of internal communication in organizations. One of them is managerial communication such as giving oral presentation and giving criticism, the other one is relaxed interaction such as

communication with each other beyond formal channels. Effective interaction and communication provide to improve job satisfaction; on the contrary, lack of communication causes dissatisfaction.

2.2.7.2 Personal Factors

2.2.7.2.1 Gender

In the literature, there are many studies investigating associations between gender and job satisfaction. There are dissimilar results about this subject. Some of them suggest that women are more content than men; some of them suggest vice-versa. Because of the fact that men and women have dissimilar social roles, their expectancies from job may also vary. For example, women give more significance to working conditions and social relationship, whereas men are more contented with some factors such as pay and promotion opportunities. This may result from the dissimilarity between expectation levels of each gender, in which expectation of women are relatively less than men, so, women can be satisfied (Besiktas, 2009; Spector, 1997).

2.2.7.2.2 Educational Level

In literature, most researches point that as the level of education increases, job satisfaction may decrease. Highly educated workers may be discontented with their work if it requires performing the repetitive tasks (Green, 2000). Requirements of jobs should be fitted with educational level of employee, otherwise, if educational level of a worker is so high for requirements of the job, this causes dissatisfaction (Sun, 2002). Another reason of dissatisfaction among highly educated people is to have higher expectation levels for their job.

2.2.7.2.3 Seniority

Seniority is defined as how long employees have been working in their jobs within the same association. There are dissimilar views about the relationship between seniority to job satisfaction. Some of studies states that as with age, seniority is also expected to contribute to augmentation of job satisfaction due to the familiarity with work content and work environment. On the other hand, some of them suggest that job satisfaction and seniority are negatively correlated as shown in Santis and Durst's study (as cited in Green, 2000).

2.2.8 PRE- 1991 STUDIES ON JOB SATISFACTION

From the very beginning of industrial revolution in England the working class has become a very significant segment of the society. With the enlargement in Industrial development the number of working class has multiplied diversely and has emerged asa very strong pressure group in almost all the countries of the world. In current time the labor has become the apprehension of academies. It has developed as a separate field of study. Various disciplines in social sciences such as economies, public administration management, law and psychology has incorporated it in their prospectus and large number of studies has been conducted particularly by the government on the different aspects of labor problems in India. Many studies on job satisfaction have been made in the past mostly focusing on large and multifaceted modern enterprises in private and public, do not supply much insight into the pertinent aspects of job satisfaction.

According to a Rao (1971) age income, length of service and tenure has little relationship while education, caste and skill have a stronger relationship with job satisfaction. Pathak (1976) did one of the early researches on the measurement and prediction of job satisfaction; he has utilized statistical hold that entails the analysis to be cross-sectional. The results of

these studies are based on interpersonal comparisons. However, it is well known that interpersonal convenience comparisons cannot be meticulously interpreted. Thus, this study attempts to forecast the level of job satisfaction for a new class of professionals - the data processing professional - using discriminated analysis. Based upon past studies and the expectancy-value structure, a variety of models were developed and tested to obtain a model with the greatest prognostic ability. The implications of the results derived with the discriminated analysis are discussed.

Rao (1978) research work titled "Industrial Relations in Indian Railways" is a study of the personnel and union management relations with special reference to the post-Independence period. This study has examined in detail the problems of railway employees. The study has exposed that the equipped efficiency of the railway has increased over the period and the labor efficiency has gone up on account of the foreword of incentive plans. The study has also emphasized the top necessity of bringing about agreement relations between the workers and management. According to the study of Upadyan (1980) on the confidence of public sector organizations the following facts persuade the moral of the employee.

Fielder (1981) in his article, he emphasized the position of manager. A manager must inspire his staff and must decide whether an actually lazy or indifferent staff member lacks ability or training, has acceptable relationship with colleagues and is content in the working environment. The authoritarian style of management creates mistrust, does not encourage communication, and may seek to masquerade insufficient work knowledge and lack of human perceptiveness, and can create a bad ambiance, lead to high absenteeism and resignations. A survey of employees' priorities for their job environments reveals differences between management's judgments of what staff believe significant and what staff actually consider significant.

Dazza (1982) made an effort to study the Personnel Management practices in selected Co-operative Spinning Mills in Tamil Nadu. The objectives of the study are to examine the prototype of a Personnel Management; to study the industrial relations in the selected co-operative rotating mills; to review the workers happiness with welfare facilities; and to study the workers awareness towards service circumstances. Employing interview timetable, the primary data was collected and secondary data were collected from the reports of the mills.

Turney (1983) felt the unconventional work schedules options focus on variations in the times at which employees can start work and end work each day. In their more complicated forms, the employer should authorize an employee to put in more than 8 hours on some days and fewer than that on other days, or to work a shorter workweek. Since an alternative work timetable program is planned to develop the excellence of working life for employees by giving them better elasticity in the hours they work, any aspects of the agenda that reduces employee power contradicts this purpose.

Mendleson & Jack (1985) made an effort to disclose the employee morale and job satisfaction in the Brunswick Corporation. They categorize the factors influencing employee morale and job satisfaction into two categories namely negative actions and positive actions. These factors were put into a scale. These scales used in business reversals, individual cases and to exemplify the value of straight forward communication and the value of unifying company concentration with employee's requirements.

Bordigan & Julia (1985) examined the position of communication in the job satisfaction of employees. Some suggestions on how to correspond include: ask open ended questions that insist more than a yes or no answer, ask employees instead of tell them and thank them to gain their assurance, recognize and praise employees for good work, explain where

employees' work fits into the company's system to get them concerned and make them helpful, in introducing a new process or new equipment or technique, solicit employee aid in its adaptation and operation, use nonverbal messages such as direct gazes and shoulder patting, to signify a sincere readiness to communicate.

Lobo (1986) made an effort to study the personnel management practices in Visvesvarya Iron and Steel Industry, Karnataka. The study enclosed the personnel practices such as personnel policies, selection and succession, remunerating the personnel, job satisfaction, welfare measures and industrial relations. The primary data were collected through interview of personnel. By adopting the technique of simple random sampling 60 officers, 230 personnel and 15 union leaders were interviewed.

Patro (1989) in his study titled "Human Resources Management in Different Management Manufacturing Industries" has investigated empirically the personnel policies through structure and functioning of personnel departments in addition to highlighting the practices relating to personnel administration, industrial relations and labor wellbeing in the Indian industries.

Joseph (1989) in his editorial "Politics Legal Framework of the right to strike — a micro level case study in the state owned passenger road transport corporations in southern India has explained the key causes of intended strikes such as wage settlements, bonus and working circumstances, according to him the intended strikes have declined since 1977. He has also stated that the key causes for wildcat strikes as police alternations, busmen-public problems, busmen —student problems and work supervisor staff altercations.

Pillai (1990) did the study of the state transport corporations uncovered that the physical, financial and social performance of state transport corporations and the attitude of bus users, employees of the corporations, towards the management.

2.2.9 STUDIES ON JOB SATISFACTION DURING 1991-2000 PERIOD

Hakin (1993) in the editorial titled, "Influence of job satisfaction on job performance: An examination research, focused on employee attitudes that is significantly related to performance on the job. Besides, it states that the more an employee is contented with his job the more he contributes to the efficiency of the management. A contented worker is a benefit to the organization while a dissatisfied one is a responsibility. In order to develop the performance in the job at least the lower level needs of employees should be satisfied and they shall be saved from aggravation and negative results.

Knoop (1994) tested the Herzberg's (1966, 1987) and Herzberg, Mausner, & Snyderman (1959) motivator-hygiene theory; he examined the relationship between work values and job satisfaction. Educators (N = 386) from 18 Canadian secondary schools were asked to account the extent to which they experienced 16 work values and five dimension of job satisfaction. Factoranalysis recommended five sets of work values: intrinsic work-related, intrinsic work-outcome, extrinsic job-related, extrinsic job-outcome, and extrinsic people-related. Regression analyses recognized the best predictors for each of the five dimensions of job satisfaction. The results support and extend Herzberg's theory.

Chan (1995) in his article "Identifying leadership styles" has pointed out that efficiently negotiating resources requires understanding of company functions and identifying leadership style. Clark, Oswald, Warr & Peter (1996) it is usually believed that job satisfaction increases linearly with age. However, there are influential arguments, and some empirical

confirmation, that the relationship is unshaped, declining from a reasonable level in the early years of service and then increasing progressively up to retirement.

Anandan (1996) the study entitled, "Job satisfaction among Government officials conducted a survey among the officers working in the cooperative audit and administrative department in the Karnataka Govt. services. It exposed that a strong organization should reduce job dissatisfaction by improving accessibility of a variety of hygiene factors like better work environment. By provided that higher salaries, better perks etc., it may produce motivation and satisfaction. Besides, job environment recognition, appreciation, opportunities for learning and growth produce a high extent of satisfaction.

Saraf (1999) emphasizes the need for a Transport System well-matched to the needs of the people and inescapable options like Mass Rapid Transport System needs to be deserted. Manikkavasagam (2000) has conducted research in the Neyveli Lignite Corporation and found out that "Morale has its impact on performance but the morale doesn't have significant impact on productivity. Singh (2000) the study titled, "Relationship between managers" authority power and perception of their sub-ordinates behavior" is based on primary data collected form 340 managers belonging to 4 public and 4 private sector banks. Entitled, powerful managers considered themselves more effectual and contented. Enforcing of regulation and persuasiveness emerged as significant persuade strategies as these were positively related to personal effectiveness and satisfaction with work and support.

2.2.10 STUDIES ON JOB SATISFACTION DURING 2001-2013 PERIOD

Elangovan (2001) made an effort to study the Human Resource Management practices in Tamil Nadu Newsprint and Paper Limited, Seshasyee Paper and Boards Limited. The primary data for this study was collected from interviews with the workers and officials of

the units. He concluded that there is no noteworthy relationship between the welfare facilities and Job satisfaction of employees.

Rao (2001) in the study titled, "A study of Human Resource Development Concepts, Structure of HRD Departments and BIRD Practices in India" stated that the HRD departments need to have efficiently trained and capable staff members so that they will make an impact, and improve the maturity levels of all the systems and sub-systems in the association. These system and subsystems have a lot of prospects for giving competitive advantage through the development of employees and their competencies.

Sweeney, Hohenshil, Thomas, Fortune, & Jimmie (2002) studied job satisfaction in a national sample of employee assistance program (EAP) professionals. The results indicated that respondents employed by external EAP organizations were more satisfied with their jobs than those who were employed by internal EAPs.

Long (2005) presented a paper investigating the issues of job satisfaction. It is found that differences in reported job satisfaction are more definite when looking at individuals with lower levels of education in lower skilled jobs. The determinants of job satisfaction for men and women in this group are considerably different; this was not found to be the case when looking at higher skilled, higher educated individuals. Women in this latter group exhibit similar (i.e. lower) levels of satisfaction to their male counterparts.

Beam (2006) studied data collected from a survey of 1,149 U.S. journalists suggest that news workers' job satisfaction is linked with perceptions about employers' business and professional (journalistic) goals and priorities. Journalists tend to be less contented if they work for organizations that they distinguish to be strongly profit-oriented and more contented with their jobs if they recognize that their employers value good journalism. These

relationships, however, differ by job role. News supervisors and rank-and-file journalists not only have dissimilar perceptions of their organizations' goals and priorities, but those perceptions have somewhat dissimilar effects on job satisfaction in each group.

Galup, Stuart, Klein, Gary & Jiang (2008) observed that the use of temporary employees in the information systems field continues at a high rate. In order to maintain a quality work environment, an organization must effectively manage both the temporary and permanent work force. A model of satisfaction is constructed based on previous literature and focus groups in three organizations that proposes links to satisfaction from the job characteristics of dependence, autonomy, task interdependence, and management support.

Kundu and Malhan (2009) in their article on "HRM Practices in Insurance Companies: A Study of Indian and Multinational Companies" opined that Competitive advantage of a company can be generated from human resources (HR) and company performance is influenced by a set of effective HRM practices. The results of this study indicated that both multinational companies and Indian companies have to significantly improve their practices regarding performance appraisal, training and financial benefits, and HR planning and recruitment. Service sector is human resource intensive business.

Gupta (2010) described the challenges faced by Human resource manager in context of new economic scenario. This paper emphasized that these challenges should be seriously taken care of. Main challenge is the shortage of skilled manpower. This paper examined the role of human resource department to tackle the problem. It was the duty of HR department to design a possible career path to retain talent. It was suggested that HR manager should be ready to handle the challenges, but the role of other stakeholders should also be included in order to ensure healthy survival of the organization.

Akinyemi (2011) in their research paper entitled —An Assessment of Human Resource Development Climate in Rwanda Private Sector Organizations assessed the impact of human resource development climate in two leading Rwanda based telecommunication and insurance companies. This research studied the differences between the Telecommunication industry and the Insurance industry with respect to their prevailing developmental climate along with three dimensions of HRDC. Primary data was collected from 87 respondents in both the companies through a structured, self-administered 38-item Human Resource Development Climate (HRDC) questionnaire developed by Rao and Abraham (1986). The questionnaire measured the General Climate, HRD Mechanisms and OCTAPAC (Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity and Collaboration) Culture within the two private organizations. According to the findings, the prevailing HRDC within both organizations is congenial. However, results show that the developmental climate in the telecommunications company is more favorable than that of the insurance company.

Mahalakshmi (2012) in their research paper entitled — ‘Influence Of Employee Perception Towards Human Resource Practices And Organizational Support On Their Citizenship Behavior In Private sector banks: An Indian Perspective’ studied whether the HR practices like performance appraisal, training and career development in the private sector banks are positively associated to organizational commitment of employees which help them to become responsible organizational citizens. They also attempted to find out whether perceived organizational support would serve as a mediator in the relationship between HRM practices and commitment. The statistical results on data gathered from a sample of 214 employees in the private banks demonstrated that career development and performance appraisal have direct, positive and significant relationships with organizational commitment. In addition, perceived organizational support was found to partially mediate the relationships between

two of the three HRM practices (career development and performance appraisal) and commitment.

Bawa and Chattha (2013) in their research entitled — ‘Financial performance of life insurers in Indian life insurance industry’ made an attempt to examine the financial performance of Indian life insurers on the basis of various parameters like various financial ratios related to liquidity, solvency, profitability and leverage. Generally, performance can be estimated by measuring the profitability of firm. They includes 18 Indian life insurers (including 1 public and 17 private) in the sample and ratios are calculated for the period of 5 years from 2007-2012 and then analyzed by using multiple linear regression model to measure the impact of different factors on profitability of life insurers. The results of the study reveal that profitability of life insurers is positively influenced by liquidity and size, and negatively related with the capital. Profitability does not show any relationship with solvency and insurance leverage.

2.3 RELATIONSHIP BETWEEN HRM PRACTICES AND JOB SATISFACTION

HRM practices also affect the level of job satisfaction of the employees. Petrescu and Simmons (2008) examined the relationship between HRM practices and workers’ overall job satisfaction and their satisfaction with pay. The result indicated that several HRM practices raise workers overall job satisfaction and their satisfaction with pay.

HR practices and job satisfaction are studied widely in different parts of the world. It is assumed that HR practices are closely associated with job satisfaction (Ting, 1997). Because many scholars and practitioners believe that sound HR practices result in better level of job satisfaction which ultimately improves organizational performance (Appelbaum, Bailey, Berg and Kalleberg, 2000). Steijn (2004) found that HRM practices had positive effect on job

satisfaction of the employees of Dutch public sector whereas individual characteristics such as age, gender, and education had insignificant effect on job satisfaction. Gould-William (2003) showed that use of specific HR practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance.

Recent HRM literature has increasingly focused on ways in which employee management policies and procedures influence employee behavior and ultimately affect the performance of an organization as a whole. The concept of job satisfaction is a strong focus in many human resource studies (Spector, 1997), and many researchers have sought to find a means by which this concept can be defined. Greenberg and Baron (1995) discuss job satisfaction as constituting an individual's cognitive, affective, and evaluative approach to the job. Their theories are supported to a large extent by the work of Cranny, Smith and Stone (1992), who address cognitive and affective reactions towards a job. Together with Locke (1976), they argue that job satisfaction is predominantly based on the way in which employees perceive that an organization is meeting their needs. Of significance to a firm's ability to increase job satisfaction amongst their workforce are the practices that they employ in order to manage them. HRM practices directly influence the job satisfaction of employees, and subsequently promote organizational commitment (Ulrich, 1997). Ogilvie (1986) argues that HRM practices are distinct, tangible activities; Wimalasiri (1995) and Jaiswal (1982) specify that policies pertaining to areas such as training and development, career progression, incentives, and rewards can directly influence employee satisfaction to an organization. Many researchers have found that, of these four, rewards have the greatest impact on an individual's satisfaction to the organization (Angle, 1983; Chew & Chan, 2008; Conway & Monks, 2008; Hansen, Smith, & Hansen, 2002). Effective HRM involves understanding the ways in which

policies and procedures can influence an employee's job satisfaction and organizational commitment. Many researchers have found that the most successful organizations are those that recognize how policies can impact upon an employee's behaviour. For example, Harel and Tzafrir (1999), Kalleberg and Moody (1994), and McEvoy (1997) all find that providing employees with access to training and development opportunities does more than improve their skills and abilities, it also increases job satisfaction to the organization. Much research has focused on the ways in which HRM policies can encourage employees to become aligned with an organization's objectives.

Weitzman and Kruse (1990) and Pfeffer (1998) argue that one of the most successful methods of encouraging full employee satisfaction is through the use of profit sharing and stock ownership, schemes that naturally develop improved levels of participation and communication between employees and management within a firm. It is clear that HRM policies and procedures are multi-faceted, and that they have a propensity to affect employee job satisfaction in a variety of ways. It is therefore crucial that organizations recognize the role that HRM has to play in managing their workforce, and that they employ methods that suit the needs of their employees.

2.4 GAP IN THE EARLIER STUDIES

The above review of literature shows that there are many studies on HRM practices and Job Satisfaction in India and as well as in abroad. But most of the studies especially are on corporate sector. There is not a single study on small hospitals as far as Lucknow is concerned. If even a study is done on small hospitals, it is not for HRM practices and Job Satisfaction together. Hence researcher has taken up this study for research purpose to fill this area to some extent. The review of literature on human resource practices was classified for

review purpose as (i) studies on human resource practice in corporate sector (ii) studies in human resource practices in service sector, and (iii) studies on human resource practices in hospital. On the basis of review of above studies followings are found out:

1. Human resource practices in corporate sector have been researched extensively covering all aspects of it, this is applicable to service sector as well, and particularly transportation, hotel, and banking insurance are addressed by researchers thoughtfully. However, human resource practices in small hospitals are less addressed by researcher.
2. Most of the previous researchers do not anticipated the deadly impact of the liberalization, privatization and globalization on hospital business in the small hospitals were under protection. It was not assumed as a significant commercial activity but a social service. But there has been drastic change in structure and function of small hospitals business. The financial aspects and policy implication has completely changed in small hospitals business. Small Hospitals are no longer the service of God but it has become the business of profitability. Hence human resource practices are not studied by earlier researcher assuming it is non-commercial and service to good area. But now it has become essential to attend the human resource management aspects systematically.
3. There exist multiple studies on manpower planning, performance appraisal, salary and wage incentives and other welfare related issues in private and public enterprises and proper standard and norms are almost fixed but this is not so in small hospitals in spite of that this is concerned with human life.
4. Regarding small hospitals issues like education, birth and death issues, doctor-patient relationship, attitude of doctors and other staff members with patient etc. are studies very well but recruitment, selection, manpower planning, promotion, welfare facilities and performance appraisal etc. are not seriously addressed by researchers. Non-human

resource development practices are studied by researchers in integrated manner. Hence the present study is to be considered as a unique one.

5. There are some studies on public - private partnership in hospital business. Many small hospitals have emerged in Lucknow city due its commercial hugeness but no one has attempted to know what pattern of human resource practices is being adopted here. Therefore a need for the study on human resource practices in the present day context is very urgent.
6. Examining the coverage and focus of literature available for review, it can be seen that all newly emerged areas have not been revealed by any literature. The developments which had been undertaken after the implementation of the new economic and education policy are really worth mentioning. In pursuit of maintaining consistency and continuity there is a dire need for regular surveys so that it is possible to outline the existing goals and future studies shall be pursued accordingly.
7. New policies in recruitment like contractual consolidation, clock hour's basis, ad hoc basis etc. implemented in small hospitals affect quality of service provided by them to customer (patient) and other aspects like promotion, transfer, appraisal system etc. Hence extent of human resource practices adopted in hospital are needed to be studied as it will be useful to individual, society, businessmen, companies, government, municipal corporation future researchers, professionals, policy makers and workers etc.

Thus it can be concluded from the review of literature and its need of study that:

1. There exist human resource practices studies at corporate level and service sector levels extensively.
2. There exist few studies on human resource practices adopted in hospital – private and public sector.

3. Not a single research study has been done at either micro or macro level taking into consideration small hospitals including multiple performance indicators of human resource development / management practices in Lucknow.
4. This study highlights recruitment, training, performance appraisal, promotion, and welfare practices in Small Hospitals in Lucknow.
5. The researcher being a resident of Lucknow and survey to doctors and employees as well as from the administrative staff in small hospitals.

Hence the present study is taken up with a view to filling up some of the above mentioned gaps.

CHAPTER SUMMARY

Several studies have been done on job satisfaction, its determinants and consequences during the past several decades. However, little progress has been made for integrating the results of these researches. It is necessary to study employees' job satisfaction and management attitude of the small hospitals in Lucknow. In this context the researcher has made an attempt to study the employees' attitude on their job satisfaction by taking up the sample respondents from the doctors and employees as well as from the administrative staff in the above study area.

This chapter discusses the theoretical framework of the study. The main objective of this chapter is to make a conceptual model, which would summarize the available knowledge and describe the relationship between human resource management practices and job satisfaction for enhancing the organizational effectiveness in the small hospitals in Lucknow. The key issues discussed in this chapter are: the human resource management process including the training, performance appraisal, team work, employee participation, job definition and compensation; the forms of job satisfaction; the antecedents including small hospitals employees' age, sex, qualification, job position, experience and marital status and the testable hypothesis of the study.

Health is one of the most fundamental needs of an individual. It assumes even more significance when health becomes a key indicator of a nation's progress in social, economic and political spheres. Health is both an end and a means to development. This depends upon human resource development department. How well this department is equipped and functioning?

A healthy human resource development is an asset to a community while a sick person is liability. Inadequate training and severe shortages of manpower at all levels in the public health delivery system stands out as another challenge. Every health delivering setup is under a lot of pressure on account of large numbers that it is expected to serve and it has not proper resources and time for training, transfer policy, recruitment policy, promotion avenues, salary package, and working hours etc. This has a direct bearing on the quality of services rendered and uptake services. This research strives to understand the human resource practices adopted

by small hospital and the designed research methodology helps to understand the perception of managerial and non-managerial staff towards human resource practices existing in small hospitals in Lucknow.

3.1 PROBLEMS TO BE INVESTIGATED

Human resource is the main aspect of any hospital management even though if it is small hospital in Lucknow. Only modern technology is not useful to run hospital in full speed but to operate this technology efficiently, a skillful human resource system is a must. If there is no such system, then the technology has no use. Human resource practices include planning, organizing, directing and controlling the recruitment, selection, transfer, promotion, performance appraisal, training system, incentives, salary packages, proper motivation and socioeconomic welfare. So the present study attempted to answer the following basic problems.

1. Which training - on the job or off the job had been received by hospital employees and to what extent? What are outcomes of such training?
2. What is the outlook of hospital employees towards training?
3. Whether performance appraisal is followed in hospitals or not? If yes, then what is a need for doing performance appraisal?
4. What is current status of performance appraisal practiced in hospitals?
5. What is the level of human resource practices regarding: (a) Manpower planning, recruitment and training.(b) Career planning, performance appraisal and promotion.(c) Employees welfare facilities. (d) Overall for hospital.

Therefore the statement of problems is **“Human resource practices in small hospitals in Lucknow during 2013-2016.”**

3.2 OBJECTIVES OF THE STUDY

The objectives of the study refer to what the researcher specifically want to do in the course of the study. Formulating proper objectives is essential for research due to the fact that the whole design of research depends on it and it gives proper and logical direction to research investigation. It helps to examine the existing phenomenon. Health care in India has witnessed a change in patient behavior and also their attitude towards government health centers have changed. Hospital preferences of the consumers (patient) are generally guided by their facilities. All these benefits had tempted the researcher to form the following objectives.

1. To study the correlation between HRM Practices and Job Satisfaction in small hospitals in Lucknow.
2. To Compare Mean Scores of Job Satisfaction of males and females in small hospitals in Lucknow.
3. To find out the satisfaction levels of employees as a consequence of the HRM practices of the small hospitals in Lucknow.
4. To study the influence of age, gender and education and their interaction effect on job satisfaction of employees in small hospitals in Lucknow.
5. To find out the impact of demographic factors of the employees on job satisfaction in small hospitals in Lucknow.

3.3 DESCRIPTION OF THE CONCEPTUAL MODEL

The hypothesized relationship between human resource management and job satisfaction in each of the selected demographic characteristics is discussed below. The proposed conceptual framework shows three variables including, human resource management practices and job

satisfaction and demographic characteristics of small hospitals employees. At this stage, it is appropriate to integrate the foregoing discussion into the conceptual framework.

3.3.1 Independent Variables

Independent variable consists of one variable that is human resource management practices with six main focus training, performance appraisal, team work, employee participation, job definition and compensation.

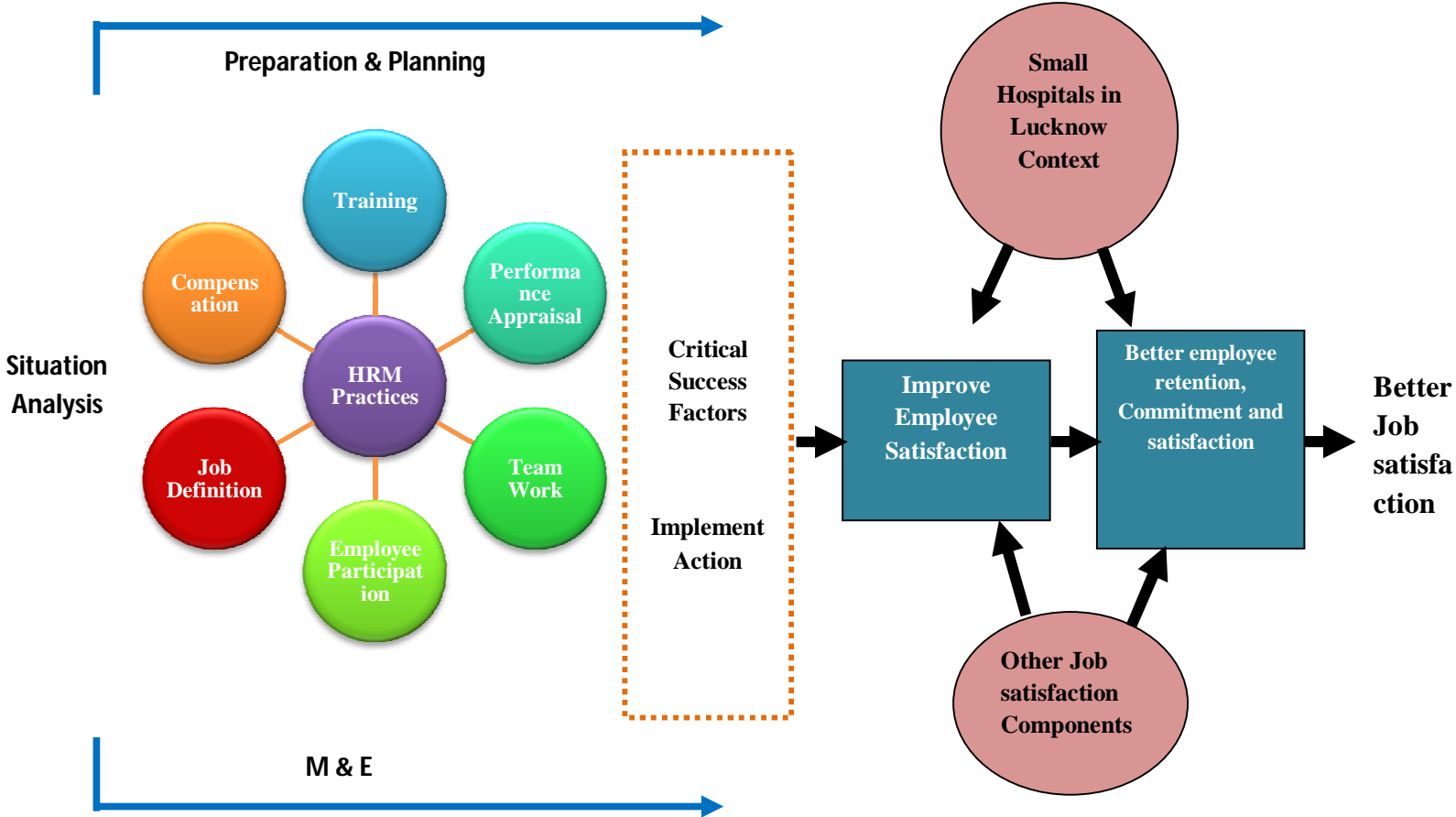
3.3.2 Dependent Variable

Dependent variable consists of one variable and that is job satisfaction. The theoretical Framework for this study is Work Environment, Job Security, Pay Satisfaction, and Career Opportunities.

The review of the literature discloses that HRM practices and job satisfaction are multifaceted, reliable and unified variables. In order to further explore the HRM practices and job satisfaction in small hospitals Lucknow, this study treats it as an independent variable that can influence the job satisfaction. This study views of HRM practices as a communication between the job satisfaction and their work environment.

The six dimensions of HRM practices are recognized. In general, work experience develops from a mixture of employees' insight about the work they do in the organization, job they fit in to and the interpersonal relationships these entities bring together. Therefore, an increase in job satisfaction may lead to increased level of HRM practices.

Fig. 3.1 Conceptual Framework for Human Resource Management Practices and Job Satisfaction



In this study, HRM practices had been defined as overall satisfaction of employees in small hospitals with their organization. It was considered as a dependent variable for antecedents such as age, gender, marital status, qualification and work experience and as a predictor of various outcomes such as turnover, intention to leave, job satisfaction and work performance. Small hospitals have been the subject of numerous academic and policy studies over the past 50 years. There is now a significant literature that discusses their actual and potential role in development, democratization, deficiency improvement and relief and rehabilitation work (Abdelrahman, 2005). Much of this literature tends to present hospitals as the main agent of change, 'third sector' or a sector that supplements the efforts of governments in the state led development. Small hospitals have developed in different directions and they now present a wide variety of programmes and structures around the world. For the purpose of this study, the term 'small hospitals' in Lucknow is defined as 'an independent voluntary association of people acting together on a continuous basis, for some common purpose, other than achieving a small hospitals activities.' Small hospitals employee is defined as employee of a registered hospital working at any level including junior staff, middle and senior management level, working both in the office and field based work environment.

3.3.3 Demographic Variables

The demographic characteristics included in this research are age, experience, marital status, qualification, position, income and gender. The research regarding certain demographic factors influencing certain forms of HRM practices has been discussed. However, in this section the role of demographic characteristics (age, experience, marital status, qualification, position, income and gender) are discussed specifically with reference to the conceptual framework of the study, showing their effect on between HRM practices and job satisfaction.

1. Age: It is found in literature that older workers had stated decreased amounts of environmental satisfaction but increased amounts of role excess and liability than younger workers (Osipow et al., 1984). From the previous researches examining age as a variable in the communication of satisfaction, HRM practices seems that the findings are conflicting as overall, age as an important variable has mixed consequences and is of interest in this study. The wide research review has revealed a positive correlation between age and HRM practices. One of the possible causes of this relationship is assumed to be the shortage of alternatives for the older employees whose options are further undermined by the financial loss. Thus, in this research, a positive relationship between age and HRM practices is foreseen.

2. Gender: In the small hospitals in Lucknow, there is a fair degree of gender representation in all respects. This may not be the hospital's own choice but in some cases the condition is imposed by the international donor agencies. It is important to study the way in which both male and female employees behave in a similar situation in small hospitals. There is incessant debate concerning the role that gender plays an important role in relation to HRM practices and job satisfaction. Studies investigating various types of respondent groups had mixed results, making gender a variable of inquisitiveness for this study.

3. Marital Status: Married people have more family household responsibilities and need more stability and safety in their jobs, and therefore, they are likely to be more satisfied with their existing organization than their unmarried counterparts are. In addition, married people have different coping strategies for satisfaction than the single ones. It is assumed that married people are able to handle stress in a better way than the unmarried employees. Marital status of hospitals' employees has also come out as an important predictor of HRM practices. Married people are more satisfied with their organization than unmarried people.

Therefore, this study assumes that marital status is positively related to HRM practices and job satisfaction.

4. Educational Qualification: In this study, the educational qualification of small hospital employees is given great importance. The way in which qualified people handle satisfaction and show their HRM practices towards their organization is different than less qualified employees, and this aspect needs to be studied. Previous researches indicate that higher education correlates with a significant increase in employee satisfaction. This research hypothesizes that higher educational qualification and training may serve as an effective coping resource and it could be assumed that highly qualified and trained small hospital employees would experience less job strain than employees who are less qualified. However, the level of education is predictable to have a positive relationship. The rationale for this forecast is that people with low level of education in general have more difficulty changing jobs and, therefore, demonstrate a greater commitment to their organizations.

5. Income: Income is measured as an important factor responsible in determining the people's lifestyle and social status in any society. In small hospitals, the salary structures are vague and the level of pay is based on negotiations done at the time of hiring. Sometimes employees working even at the same level, receive considerably different pay packages. There is a common impression in the small hospitals that "senior doctors skim the cream", meaning they receive very high salaries compared to the mid and lower level employees.

6. Job position: Job position has been conceptualized that the employees holding mid or senior level management positions in Indian banking interact with the community much less than the lower level and field staff. Therefore, the nature of sources of organizational commitment and employee retention at each level of authority may be considerably different.

Thus, in this study, an important positive relationship between job position and organizational commitment is expected.

7. Experience: The work experience of small hospital workers may influence their aptitude to cope with HRM practices. A general assumption is that more knowledge the workers have more satisfaction they might experience. As also mentioned in the research propositions of this study there can be a number of reasons for this assumption. It is possible that since an individual becomes recognizable with the organization and develops relations he becomes more comfortable in the work environment thus experiencing more satisfaction and improves the rate of retention contrast to a new or entry level employee.

3.4 HYPOTHESIS OF THE STUDY

The literature review presented in chapter 2 clearly indicates that the human resource management practices and job satisfaction are complex and interrelated concepts and may affect individual and organizational work performance. However, this relationship has not been empirically examined in any of the previous studies in the small hospitals in Lucknow. Hence, it becomes significant as well as interesting to study this relationship exclusively in the small hospitals, which are working in a large number to supplement the efforts of private sector in development by providing a variety of services to the poor and marginalized community. In addition, the diverse socio-political setup of this sector lends itself for comprehensive research opportunities for studying the relationship between human resource management practices and job satisfaction. The purpose of this section is to elaborate a series of research hypotheses, which will lead to the formation of the conceptual framework. The hypotheses formulated for this research are as following:

OBJECTIVES	S N.	HYPOTHESIS
To study the correlation between HRM Practices and Job Satisfaction in small hospitals in Lucknow	1	H0: There is no significant correlation between HRM Practices and Job Satisfaction.
	2	H1: There is significant correlation between HRM Practices and Job Satisfaction.
To compare mean scores of Job Satisfaction of males and females in small hospitals in Lucknow.	1	H0: There is no significant difference in mean scores of Job Satisfaction of Males and Females.
	2	H1: There is significant difference in mean scores of Job Satisfaction of Males and Females
To find out the Satisfaction levels of employees as a consequence of the HRM Practices of the small hospitals in Lucknow	1	H1: Employees are satisfied with Training and Development
	2	H2: Employees are satisfied with Performance Appraisal
	3	H3: Employees are satisfied with Team Work
	4	H4: Employees are satisfied with Employee Participation
	5	H5: Employees are satisfied with job Definition
	6	H6: Employees are satisfied with Compensation & Benefits
To study the influence of gender, age and designation and their interaction effect on Job Satisfaction of employees in small hospitals in Lucknow	1	H0: There is no significant the influence of age, gender and designation and their interaction effect on job satisfaction of employees.
	2	H1: There is significant the influence of age, gender and designation and their interaction effect on job satisfaction of employees.

To find out the impact of demographic factors of the employees on Job Satisfaction in small hospitals in Lucknow.	1	H0: There is no significant difference between the two gender with respect to their Job Satisfaction.
	2	H1: There is significant difference between the two gender with respect to their Job Satisfaction.
	1	H0: There is no significant difference among the age group with respect to their Job Satisfaction.
	2	H1: There is significant difference among the age group with respect to their Job Satisfaction.
	1	H0: There is no significant difference among the qualification group with respect to their Job Satisfaction.
	2	H1: There is significant difference among the qualification group with respect to their Job Satisfaction.
	1	H0: There is no significant difference among the experience group with respect to their Job Satisfaction.
	2	H1: There is significant difference among the experience group with respect to their Job Satisfaction.

From the literature review, it appears that small hospitals employees suffer service values more due to occupational roles, which manifests into strain like vocational strain, psychological strain, interpersonal strain, and physical strain (Osipow, 1998) which in turn affect them physically, psychologically and behaviorally. Small hospitals occupational roles are multidimensional. However, the work environment in this sector is highly unstable; particularly the staff deployed in the field such as teachers, lady health workers, social organizers, disaster relief, emergency aid workers and community support workers who receive minimal support from their organization while they play their occupational roles in the field. This research treats the relationship between human resource management practices and job satisfaction as inverse for small hospital employees. It means, higher the

employee satisfaction the lower will be the human resource management practices of employees and vice versa. Therefore, an increase in employee satisfaction may lead to decreased level of human resource management practices, and eventually result in lower work performance. Human resource management practices at work are a well known factor for decrease in performance, high turnover, poor internal communication and conflicts. This research hypothesizes that higher satisfied employee may serve as an effectual coping resource for employee satisfaction. Therefore, this study hypothesizes that high employee satisfaction is more capable of coping with human resource management practices and job satisfaction. The concept of HRMP has been examined in detail in chapter two in terms of training, performance appraisal, team work, job definition and compensation. The employment opportunities in small hospitals in Lucknow particular are very less and overall there is a high degree of unemployment in the country. People in any field in general and staff working on entry and lower level positions in particular, usually lack attractive alternatives to their current employment.

CHAPTER SUMMARY

A theoretical framework has been developed this chapter presented in Figure 3.1. It shows hypothesized relationship between human resource management practices and job satisfaction. It illustrates the satisfaction process including the identification of role stressors, personal strains in the workplace, and coping resources. The theoretical model treats human resource management practices as an independent variable. The six forms of HRM practices shown in the model are training, performance appraisal, team work, job definition companion. Human resource management practices has been treated as a dependent variable for the influence of demographic variables like employees' age, tenure, income and qualification, gender, job position and marital status. It serves as a predictor of various

outcomes such as satisfaction, retention, turnover, and intention to leave, job satisfaction and work performance.

Finally, based on the theoretical model, specific testable hypothesis related to human resource management practices and job satisfaction their relationship in the small hospitals Lucknow have been developed. The next chapter presents the research methodology to be employed in the current study and outlines the manner in which data will be analyzed.

This chapter describes the research methodology and the process of data collection needed to empirically test the conceptual framework developed in the previous chapter. Research methodology includes several components: the qualitative and quantitative; the methods used for collection of data; sampling method; the techniques engaged for the analysis of data; and the instrumentation used in the study. To find out such relationships, suitable statistical tools like t-test, descriptive statistics correlation and ANOVA have been used.

The researcher interested to investigate human resource management practices in small hospital. To know the level of human resource practices adopted by hospital; a perfect research methodology is needed. Therefore this chapter presents the research methodology adopted for the purpose. Fifty hospitals from Lucknow were selected as respondent to investigate their human resource practices. To know this, the following research methodology is adopted.

4.1 Research design

4.2 Sample and sample size of the study

4.3 Sources of data collection

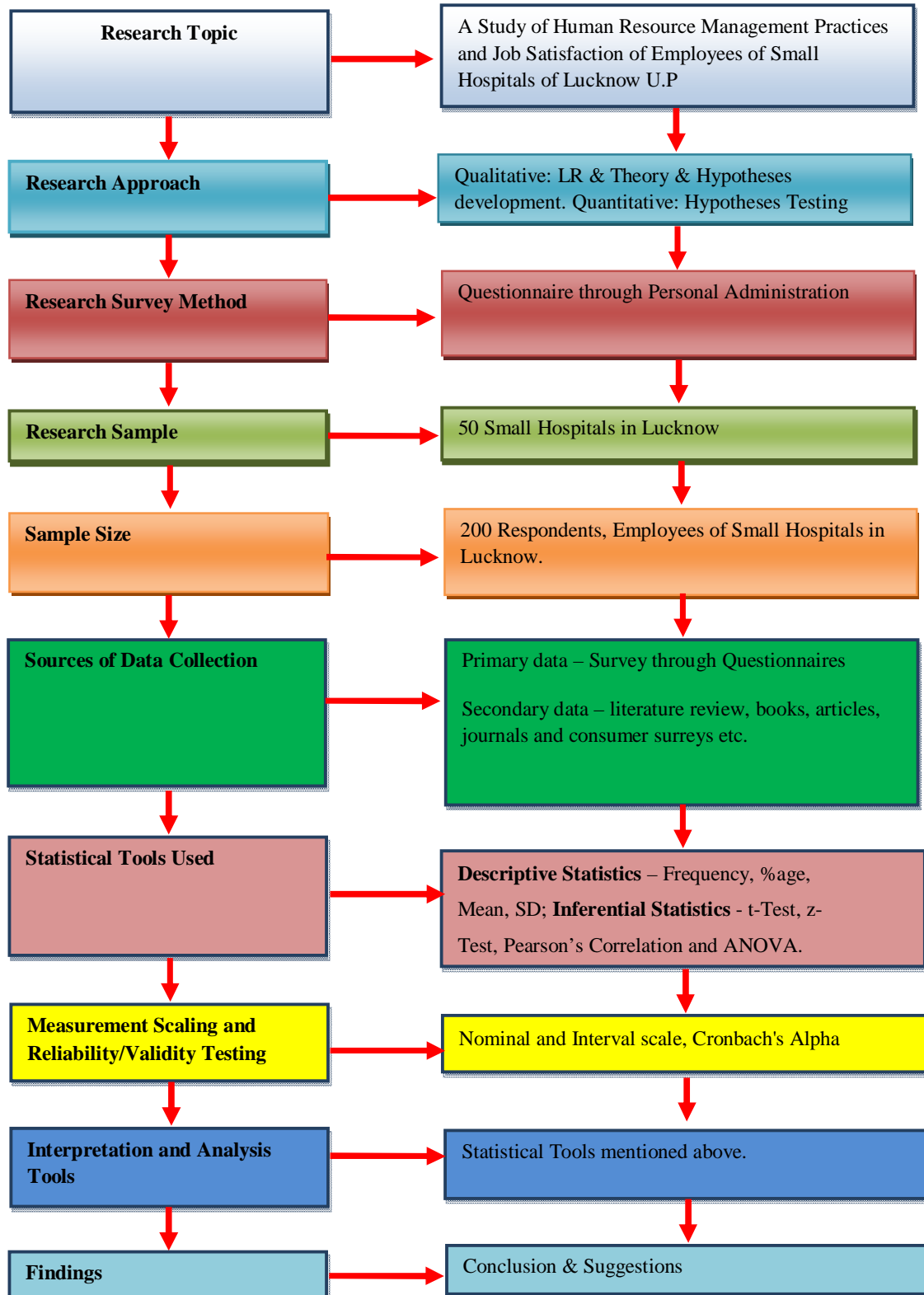
4.4 Scaling and the type of questions in questionnaire designing

4.5 Statistical tools and techniques used in the study

4.6 Summary

4.1 RESEARCH DESIGN

Figure 4.1 Research Design Chart



4.1.1 UNIT OF ANALYSIS

In this study, the unit of analysis is employee of small hospitals (Doctors, HR, Administration and Staff) of Lucknow. Most non-governmental organization employees, engaged in the promotion of developmental initiatives, functioning at the grassroots level, essentially working with the marginalized sections of the Indian society: the rural poor; the urban slum residents; women, children and minorities; the tribal, peasants and labor. Their work encompasses a range of HRM practices including training, appraisal performance, motivation, compensation, decision making, dispute and other Facilities Special small hospital's in Lucknow, the participants' identity was kept confidential and their privacy was strictly maintained in the study.

4.1.2 TIME FRAME OF THE STUDY

Though the best alternative would be to follow a longitudinal study concerning detailed records of behavior over a comprehensive time period and to watch organizations in as much detail as possible and for as long as possible, and to survey or interview different participants at a series of intervals but the limitation of resources, organizations privacy and time constraints prevent such an approach. However, the quantitative research method adopted for this study is aimed at maximizing the informative power of the data gathered to gain insights about the organizations and individuals.

4.1.3 STAGES OF THE RESEARCH

The researcher undertook to complete the present study in the stages listed below. These phases of research were planned so as to accomplish the purposes of the design as outlined previously in this chapter. The stages included:

- A review of literature to develop the conceptual framework for the study as well as to determine the variables to be examined and their relationships with the dimensions of Human Resource Management Practices.
- A review and analysis of instruments used for the measurement of concepts and relationships among variables.
- A final study to investigate the dimensions of Human Resource Management Practices, as well as relationships which job satisfaction has with specified variables.

4.1.4 TYPE OF RESEARCH

The research has focused to study correlation between HRM Practices and job satisfaction. This study is descriptive in nature by using survey method to examine the relationship between independent and dependent variables. The findings and conclusion of the study will depend on the maximum utilization of statistical data collected and analyzed using SPSS.

4.1.5 RESEARCH APPROACH

Research method refers to the means of bring together and examine empirical proof. The quantitative research technique may be helpful for understanding the correlation between HRM Practices and job satisfaction and find out the level of human resource management practices effectiveness in terms of the “Training, Performance Appraisal, Team Work, Employee Participation, Job Definition and Compensation,” variables in Small Hospitals of Lucknow and the purpose of the research was to study the impact of this relationship between HRMP and employees satisfaction of small hospitals in Lucknow.

4.1.5.1 The Qualitative Approach

Qualitative methods provide less clarification of variance in statistical terms than quantitative methods, they can give way data from which process theories and rich explanations of how and why procedure and outcome crop up can be developed (Marcus and Robey, 1988) taking all of the above into account it was decided to adopt an approach for this research which can be called the quantitative method. Both quantitative and qualitative methods have been applied depending upon the requirements. In the following sub-sections, both the qualitative and quantitative approaches are briefly evaluated.

4.1.5.2 The Quantitative Approach

Garber (1999), Quantitative research methods put importance on the making of detailed and statistical conclusion which may be generalized. The data composed by using the quantitative techniques are likely to be numerical and are open to explanation by use of statistics: thus the data are said to be quantitative and there is certain impartiality about actuality, which is quantifiable. Quantitative methodologies, however, have been criticized for their lack of notice to procedure aspects, for frequently meeting data only from the top of an organization, and for their failure to find significant relationships (King, 1990).The quantitative research method was selected for this study for the following specific reasons:

Firstly, the researcher supposed that quantitative move toward would be more suitable to understand in detail the nature of dealings among major variables and to provide a rich relative basis for interpreting and validating the results.

Secondly, because in quantitative research draw near which consists of techniques, methodologies and activities which permit the observation account of organizational

phenomena in such a way that the relationship among major variables can be identified and empirically documented.

Thirdly, collecting a large amount of data from structured questionnaire survey will provide a wide reporting that may result in a real picture of the entities and observable fact under study. And finally, examination of the literature on HRM practices and job satisfaction also provides a strong support of the empirical quantitative research as the most productive research approach in the studies of the present kind.

4.1.6 DEFINITION OF VARIABLES

The operational definitions of the study variables, description and justification of the use of the measurement instruments are discussed below:

4.1.6.1 HUMAN RESOURCES MANAGEMENT PRACTICES

Inancevich (1989) “HRM is concerned with the most effective use of people to accomplish organizational and person goals. It is the method of managing people at work, so that they give their best to the organization”.

Dessler (2008) the policies and practices concerned in moving out the “people” or human resource aspects of a management situation, including recruiting, screening, training, rewarding, and appraising including of HRM.

4.1.6.2 JOB SATISFACTION

Salinas (1964) noted that "there has been a growing inclination to define morale primarily in terms of attitudes and behavior associated with the activity of the individual as a member of a

group. Morale has come to imply a group concept, a feeling of togetherness, as distinguished from individual job satisfaction.

Beer (1964), commenting on this trend, defined job satisfaction as "the attitude of workers toward the company, their job, their fellow workers and other psychological objects in the work environment". And "morale" is defined as "a group enthusiasm in the pursuit of a common goal".

4.1.6.3 DEMOGRAPHIC VARIABLES

Small hospital employees and doctors of Lucknow include individuals working at any level, performing any type of work assignment in the office or field environment. The demographic variables of age, experience, job position, gender, qualification, income and marital status were selected for the present study and the same have been elaborated at length with valid references.

4.1.6.4 THE VALIDITY AND RELIABILITY OF RESEARCH INSTRUMENTS

Examining the validity and reliability of research instruments is a requirement for any empirical study. The following segment explains measures taken by the researcher to guarantee validity and reliability of both section HRM practices and job satisfaction Questionnaire:

4.1.6.5 ENSURING VALIDITY

In the literature review validity is promoted by formulating hypothesis which describe the goal of the research, providing conceptual descriptions of all the relevant concepts and constructs that are used in the research, as they are seen theoretically and used empirically in the research.

4.1.6.6 ENSURING RELIABILITY

Cronbach's alpha is a measure for the internal consistencies of the items that together cover specific factors. It measures internal consistency of items related to the concept. Thus, Cronbach's alpha measure is employed to assess the reliability of items in this study. Cronbach's Alpha coefficient is a statistic for internal reliability, values ranging from 0 to 1, and higher values indicate greater reliability. Researchers often use a rule of thumb of a minimum level of alpha which is 0.6, this study also accepts the same level. In order to promote the reliability of the research, the following controls were incorporated in the research design:

a. Assessing reliability of HRM Practices

Table 4.1: Reliability Statistics for six HRM practices

HRM practice	No. of Items	Cronbach's Alpha
Training & Development Practices	6	.911
Performance Appraisal practices	6	.711
Team Work practices	6	.832
Employee Participation Practices	6	.795
Job Definition Practices	6	.656
Compensation and Benefits practices	6	.893

Table 4.2: Results of reliability test for all dimensions of HRM Practices and Job Satisfaction

Reliability Statistics

Cronbach's Alpha	No. of Items
.848	77

Table 4.1 presents the results of reliability test for each HRM Practices. It could be observed that all of the alpha values are more than .6. According to table 4.1, alpha value for training & Development handling is .911 which is the highest alpha value among HR Practices. calculated alpha values exceed .893 and .832 for two HRM practices. They are, Team Work and Compensation & Benefits. Results show that Cronbach's alpha is .848 for all the dimensions (77 dimensions) of HRM practices (see table 4.2). These statistics reveal that internal reliability of items to the concept is good.

b. Assessing reliability of HRMP outcomes (Job Satisfaction)

Following two tables 4.3 shows the Cronbach's alpha values for each HR outcomes i.e., employee satisfaction. It could be observed that all the alpha values are more than 0.74. Therefore, internal consistency of items to the concept is good. Table 4.3 indicates the alpha values for all the dimensions of HR outcomes. It is .812.

Table 4.3: Reliability Statistics for HRMP outcomes (Job Satisfaction)

Reliability Statistics

Cronbach's Alpha	N of Items
.812	36

4.2 SAMPLE AND SAMPLE SIZE OF THE STUDY

Sampling is a fundamental method of inferring information about an entire population instead of measuring every member of the population. The number of informants from each organization was not predetermined, a questionnaire was then distributed to the respondents and they were also given detailed instructions for completing the survey in the covering letter accompanying the questionnaire.

4.2.1 SAMPLING POPULATION

This section deals with the sampling frame for the present study, issues related to sampling design, and guidelines for sample size. The population of the study included all small hospitals employees. Since it would be almost impossible to reach all the employees of small hospitals all over Lucknow, it was, therefore, necessary to sample the population. The planned sample size was collected from 50 hospitals.

4.2.2 SAMPLE SELECTION

In India, controls of small hospitals are based mainly at their own monitoring. As their presence at the district and community level is through loosely organized networks which are difficult to approach due to their spread operations and lack of communication in the field, therefore, small hospital of Lucknow who met the criteria and also gave consent to approach their staff to administer the research questionnaire were selected. The samples from 50 small hospitals based in the Lucknow, U.P. were selected. A sample of 200 employees from small hospitals was randomly collected from the selected hospitals. The next table shows that total number of respondents of 240 to whom questionnaires were distributed belong to 50 small hospitals in Lucknow. The same may be seen in the column '**Filled Questionnaires Received**' 200.

Table 4.4: Final Sample size Selection

Sr. No.	Name of small Hospitals	Total Questionnaires Distributed	Filled Questionnaires Received
1	INDUS HOSPITAL AND TRAUMA CENTRE	5	4
2	SHREEAM MEMORIAL HOSPITAL	4	3
3	SIDHIVINAYAK HOSPITAL	4	4
4	UP HOSPITAL AND TRAUMA CENTRE	6	6
5	HEALTH POINT HOSPITAL	7	5
6	AFTAB HOSPITAL	4	3
7	HITECH HOSPITAL	4	2
8	JAN SEVA KENDRA	4	3
9	AMAN HOSPITAL	6	6
10	SAUMYA MEDICAL CENTRE	7	6
11	INDUS HOSPITAL AND TRAUMA CENTRE	6	5
12	SHUSURAT HOSPITAL	6	6
13	RAI HOSPITAL	6	5
14	OM HOSPITAL	4	2
15	NEW AWADH HOSPITAL	3	3
16	CNS HOSPITAL	7	7
17	HARSHA HOSPITAL	4	4
18	SAINOSHNA MEDICAL CENTRE	4	3
19	M,V HOSPITAL AND RESEARCH CENTRE	3	3
20	SRI RAM HOSPITAL	4	3
21	RELIEF HOSPITAL	4	4
22	GREEN MEDICAL HOSPITAL	4	3
23	SUBHA HOSPITAL	3	2
24	CHANDRA HOSPITAL	6	4

25	URMILLA DEVI HOSPITAL	4	3
26	UPRNN HOSPITAL	6	5
27	SADBHAWANA HOSPITAL	4	2
28	RUKSHANA MEDICAL AND TRAUMA CENTRE	6	5
29	NIRVAN HOSPITAL	5	3
30	METRO HOSPITAL	6	6
31	DEVISHIV HOSPITAL	6	5
32	RASHMI HOSPITAL	5	4
33	CARE CENTRE HOSPITAL	4	3
34	GLOB MEDICARE HOSPITAL	6	5
35	KRISHNA MEDICAL CENTRE	6	5
36	GETWELL HOSPITAL	5	4
37	RAJEEV NURSHING HOSPITAL	6	6
38	DEVAKI HOSPITAL	4	3
39	S. N HOSPITAL	4	3
40	KRISHNA LIFE LINE HOSPITAL	3	3
41	GOVIND HOSPITAL	4	4
42	HIGHWAY HOSPITAL & TRAUM CENTRE PVT LTD	4	4
43	LIFE CARE HOSPITAL	4	3
44	GYATRI HOSPITAL	6	6
45	SAKET HOSPITAL	4	3
46	AYUSH HOSPITAL	6	5
47	RIDA HOSPITAL	3	2
48	PANT HOSPITAL	5	5
49	VASTALA HOSPITAL	3	3
50	SAHAR HOSPITAL	6	5
	TOTAL	240	200

4.2.3 SAMPLING FRAME

The sampling frame is the starting point for decisions related to the research design (Kalton, 1983). Sampling decisions made during the early stages of the present study reduced the sampling to a smaller group within the target population.

4.2.4 SAMPLING DESIGN

The sampling design expands on issues raised by the sampling frame. In particular, the subject of the sample design is concerned with how to select the part of the population to be included in the survey. A basic distinction to be made is whether the sample is selected by a probability mechanism or not (Kalton, 1983). In the beginning of the present study, a two-step Purposive and Convenience approach was set out by the researcher. The two step approach is discussed in the below sections

4.2.4.1 Purposive Sampling – The entire process of sampling is done in two steps. In the first step hospitals were selected purposively. Fifty hospitals were identified purposefully to collect data from them. The second step is discussed below.

4.2.4.2 Convenience Sampling – In the second step the respondents were selected conveniently from the selected hospitals. Selection involves subjectively choosing, not necessarily from complete lists, a sample consisting of units thought typical of the survey population (Foreman, 1991). Foreman added, the representation of a sample is often gauged by comparing the known distribution of the population sampled and the corresponding sample distribution.

4.2.4.3 Snowballing – Respondents were also asked to refer other hospitals employees of their acquaintance so that questionnaire could be administered to them. Questionnaire was

either handed over to respondents to get it filled or reference was taken the person was personally contacted to administer the questionnaire. In this way one level snowballing was also employed.

4.2.5 SAMPLE SIZE

Sample size for the study was conceived to be 200 respondents. The respondents were employees and doctors of small hospitals of Lucknow who were administered the Questionnaires and filled responses were received from them. The location for the study was Lucknow where small hospitals were selected on purposively.

4.3 SOURCES AND INSTRUMENTS OF DATA COLLECTION

Primary data and secondary data were used in this study.

4.3.1 PRIMARY SOURCES

Primary data have been obtained through questionnaires with representatives from the society who is working in small hospitals in Lucknow. This is a commonly used primary data collection method in quantitative research. In addition, several follow-up questions were provided to respondents by using the random sampling and stratified sampling methods. This study has examine the topic from a ground level, drawing on the concept of employee HRM practices, as well as other disciplines such as organizational performance, and job satisfaction theories and strategy.

4.3.2 SECONDARY SOURCES

Research into the area of small hospitals of Lucknow and employees and doctors also relies heavily on internal documentation related to the development policies of human resource, in

the form of annual reports, HR reports and other publications. These documents are used to support the findings from the qualitative interviews. Articles from leading business journals, as well as books within the context of HR policies, organizational behavior and strategic management are also referenced in this study. External documents in the form of media coverage are also used. A possible bias when collecting secondary data is that its specific purpose might differ from the purpose of the research project at hand.

4.3.3 INSTRUMENTS OF DATA COLLECTION

4.3.3.1 Pilot Study

A pilot study was conducted in small hospitals in Lucknow. For this purpose 20 respondents were selected and given the questionnaires. The testing was conducted to check the consistency of all related factors in the study based on Cronbach's Alpha value. Based on the output analysis, the Cronbach's alpha acquired indicates that all the items are positively correlated to one another and it is internally consistent. Overall, the reliability of all measures was comfortably above .656, and for different concepts it ranged from .656 to .911.

4.3.3.2 Questionnaire

In this study, data was collected using a questionnaire which consisted of 8 demographic variables, 18 items scale for measuring Human Resources Management Practices and 32 item scale for measuring Job Satisfaction. The permission from head of department was taken before distributing the questionnaires. The questions were written in English. The questionnaire was distributed to the employee and the researcher explained the participant about their roles in evaluating their job satisfaction in the questionnaires. The respondents were given one day to answer and return the questionnaire to the researcher by hand at the location on the day after. This study has employed three section of questionnaire as follows:

1. Demographics
2. Human Resources Management Practices - (1-5 Likert Scale)
3. Job Satisfaction - (1-5 Likert Scale)

4.4 SCALING AND THE TYPE OF QUESTIONS IN QUESTIONNAIRE DESIGNING

4.4.1 NOMINAL SCALE

Nominal scale is simply a system of assigning number symbols to events in order to label them. In the present study nominal scale is used to capture demographic information from the respondents.

4.4.2 INTERVAL SCALE

Interval scale incorporates the concept of equality of intervals that has been used in many questions to provide a proper measurement scale in the questionnaire. In the present study the interval scale is used to capture the response regarding the demographic information. Likert Scale or commonly known as ‘Summated Scale’ is used to measure the attitude of the respondents. It consists of number of statement where the respondents express their favorable and unfavorable attitude towards the object. Respondents mark their agreement and disagreement with every statement. In the present study the five point Likert Scale is used where 1 corresponds to ‘Strongly Agree’, 2-‘Agree’, 3-‘Neutral’, 4-‘Disagree’, 5-‘Strongly Disagree’. The responses on both the HRM practices and job satisfaction items in the questionnaires were designed to be recorded on the five point Likert Scale.

4.5 STATISTICAL TOOLS AND TECHNIQUES USED IN THE STUDY

First the questions were being coded to enable them for analysis using Statistical Packages for the Social Science (IBM SPSS 20). The obtained data was inspected initially for any correction required and the following tools were being applied:

4.5.1 MEAN

Weighted mean has been used to analyze the question of Likert scale where the number of responses is multiplied by the respective weight. Mean has been applied to fringe out the mean score and to find out the priorities of variables it was also applied wherever 5 point Likert scale was used.

4.5.2 STANDARD DEVIATION

The standard deviation measures the absolute dispersion or variability of distribution, the greater the amount of dispersion or variability, the greater will be the magnitude of deviation of the values from their means. In the present study standard deviation has been used almost at all the places where mean and t test has been used to know the variability of the responses.

4.5.3 RELIABILITY TESTING (CRONBACH'S ALPHA)

The measure which is used to test the internal consistency of the multiple item scale is the coefficient alpha (α) commonly known as Cronbach's alpha. The Cronbach's alpha computes the average of all possible split-half reliabilities for a multiple items scale. This coefficient demonstrate whether the average score of all the split half of reliabilities converge to certain point or not. The coefficient alpha does not address validity. However many researcher use this as sole indicator of validity. The alpha coefficient can take values between 0 and 1.

According to Ismil (2012) this is followed by the examination and presentation of demographic profile of respondents using descriptive statistic. According to Zikmund (2000) descriptive analysis refers to the transformation of the raw data into a form that will make them easy to understand and interpret. Secondly, the Cronbach Alpha testing will be used as it is the most well accepted reliability test tools applied by social researcher (Sekaran, 2006). In reliability analysis, the closer the value of alpha to 1.0, the higher is the internal consistency of the scale (Cronbach, 1946).The value of alpha and its interpretation is given below:

1. Reliability less than 0.6 considered poor.
2. Reliability in the range 0.7 is considered to be acceptable.
3. Reliability more than 0.8 are considered to be good

4.5.4 FACTOR ANALYSIS

Factor analysis is the multivariate data reduction technique, all the variable under the investigation are analyzed together to extract the underlying factors. Factor analysis helps in identifying underlying structure of the data; factor is a linear combination of all the variables. The factor analysis computes pairs of correlation between all variables. According to Chawla and Sondhi (2011) highly related variables are combined into factors.

4.5.5 KAISER-MEYER-OKLIN (KMO)

KMO statistic takes up the value between 0 and 1.It compares the magnitude of observed correlation coefficient with the magnitude of partial correlation coefficient. A small value of KMO shows that correlation between variables cannot be explained by other variables. Here in the present study the factor analysis is used to find out the correlation between HRM and job satisfaction of employees in small hospitals of Lucknow.

4.5.6 INDEPENDENT SAMPLE T-TEST

1. Independent sample t-test is used to find out the significance of difference between two means. In this study the independent sample t-test has been employed to find out whether the mean differences are significant or not. Job Satisfaction of males and females in small hospitals in Lucknow.. It was used in context of gender only, as there were more than two categories in other demographic variables.

4.5.7 CORRELATION

Correlation refers to any of a broad class of statistical relationships involving dependence. Correlations are useful because they can indicate a predictive relationship that can be exploited in practice. In present study correlation has been used between HRM practice and job satisfaction.

To determine whether there is a significant relationship between the independent variables and dependent variable, Pearson correlation coefficient is found out. The scale model suggested by Davies (1971) is used to describe the strength of relationship between the independent variables and the dependent variable. The measures of the model indicate: are as shown below:

1. Very strong relationship – if the relationship coefficient is 0.7 and above.
2. Strong relationship – if the relationship coefficient is between 0.50 to 0.69.
3. Moderate relationship – if the relationship coefficient is between 0.30 to 0.49.
4. Low relationship – if the relationship coefficient is between 0.10 to 0.29.
5. Very Low relationship – if the relationship coefficient is between 0.01 to 0.09.

Finally, Multiple Regression Analysis is conducted to examine which among the three dimensions in independent variables is the most important in explaining the relationship between organizational commitment and job satisfaction among employees.

CHAPTER SUMMARY

This chapter has outlined the research design, research methodologies and research approach employed in the study; it also presented procedures, participant details, data collection tools, data collection, analysis methods, and data credibility issues. The research design for this study was a descriptive and interpretive one that analyzed data largely through qualitative methods mainly using descriptive statistics. Further it also briefly described the several stages involved in the design and development processes of the research in this study. The next chapter provides the design principles, evaluation instruments, and then the pedagogical framework for the study that helped to translate the philosophy into actual practice.

5.1 Demographic Profile of the Respondents

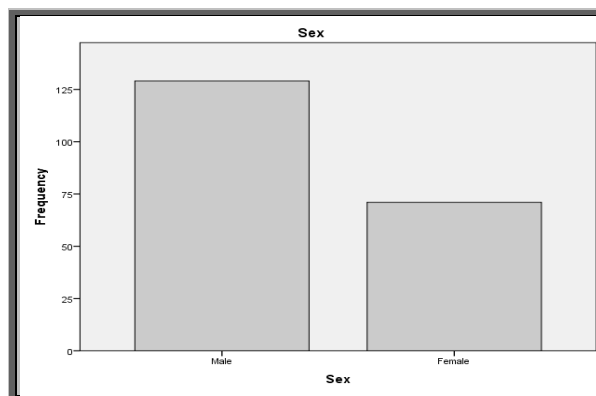
This chapter includes the analysis of all the variables of Human Resource Management Practices & Job Satisfaction with the help of descriptive statistics and frequencies. The chapter begins with the analysis of the demographic profile of the respondents:

1. Gender

Table 5.1: Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	129	64.5	64.5	64.5
Female	71	35.5	35.5	100.0
Total	200	100.0	100.0	

Chart 5.1: Percentage of Gender of the Respondents



Interpretation: The above table 5.1 shows that out of total 200 respondents, 129 are male and 71 are female. Hence it is concluded that there is more number of males as

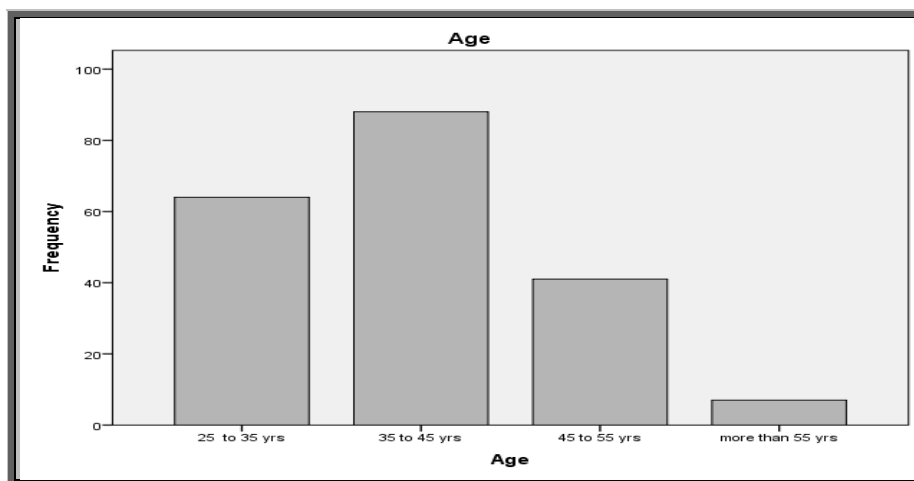
compared to females amongst the respondents. As evident from figure 5.1 almost 64.5% of the respondents were males and 35.5% were females. Majority of the respondents were males. Hence, it may be concluded that majority of respondents were male.

2. Age

Table 5.2: Age of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
25 to 35 yrs	64	32.0	32.0	32.0
35 to 45 yrs	88	44.0	44.0	76.0
45 to 55 yrs	41	20.5	20.5	96.5
more than 55 yrs	7	3.5	3.5	100.0
Total	200	100.0	100.0	

Chart 5.2: Percentage of Age of the Respondents



Interpretation: The above table 5.2 shows that 64 respondents are in the age group of 25 to 35 yrs., 88 respondents are in 35 to 45 yrs. age group, 41 respondents are 45 to 55 yrs. age group and 7 respondents are over the age of 55 yrs.

As evident from figure 5.2 almost 32% of the respondents were 25 to 35 years old employees, 44% were 35 to 45 years, 20.5% of the respondents were 45 to 55 years, only 3.5% respondents were over 55 years. Majority of the respondents were 35 to 45 years old employees. Hence, it may be concluded that majority of respondent were of higher and middle age groups that is in 25 to 35 or 35 to 45 years.

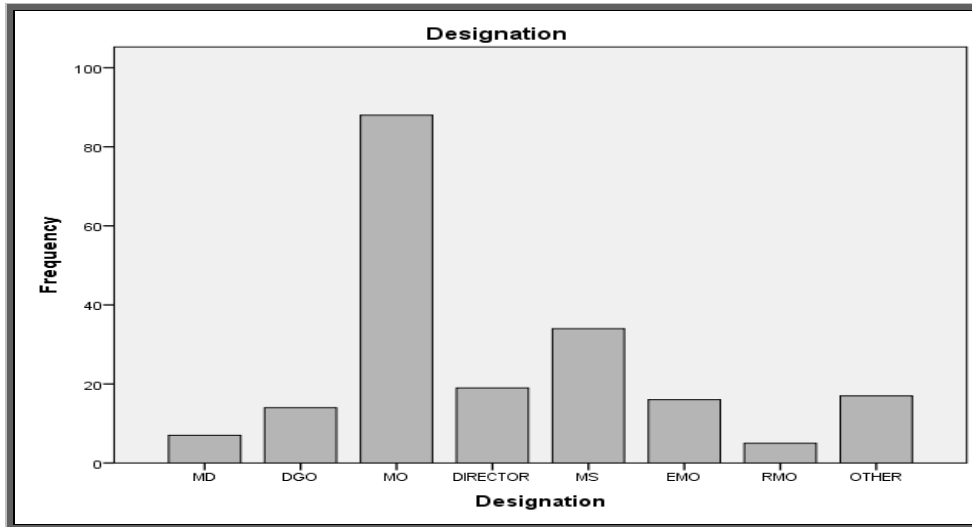
3. Designation

Table 5.3: Designation of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
MD	7	3.5	3.5	3.5
DGO	14	7.0	7.0	10.5
MO	88	44.0	44.0	54.5
DIRECTOR	19	9.5	9.5	64.0
MS	34	17.0	17.0	81.0
EMO	16	8.0	8.0	89.0
RMO	5	2.5	2.5	91.5
OTHER	17	8.5	8.5	100.0
Total	200	100.0	100.0	

Interpretation: the above table 5.3 shows that out of the 200 respondents, 88 respondents are MO, 34 respondents are MS, 19 respondents are director, 16 respondents are EMO, 14 respondents are DGO, 7 respondents are MD, 5 respondents are RMO and 17 respondents are other.

Chart 5.3: Percentage of Designation of the Respondents



As evident from figure 5.3 almost 44% respondents were MO, 17% respondents were MS, 9.5% respondents were Director, 8% respondents were EMO, 7% respondents were DGO, 3.5% respondents were MD, 2.5% respondents were RMO and 8.5% respondents were other. Hence, majority of the respondents were at the designation of MO and MS.

4. Experience

Table 5.4: Experience of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
1 to 5 yrs	81	40.5	40.5	40.5
5 to 10 yrs	68	34.0	34.0	74.5
10 to 15 yrs	26	13.0	13.0	87.5
15 to 20 yrs	17	8.5	8.5	96.0
20 to 30 yrs	8	4.0	4.0	100.0
Total	200	100.0	100.0	

Chart 5.4: Percentage of Experience of the Respondents



Interpretation: The above table 5.4 shows that 81 respondents are availing the services of their particular hospital for 01 to 5 yrs, 68 respondents are availing for 05 to 10 years , 26 respondents are availing from 10 to 15 years and 17 respondents are availing from 15 to 20 years and 8 respondents are availing from 20 to 30 yrs.

40.5% of the respondents were of 01 to 05 years experience holders, 34% were having 05 to 10 years experience, 13% were having 10 to 15 years, 8.5% of the respondents were 15 to 20 years, 4% of the respondents were having 20 to 30 years of experience. Hence, majority of the respondents were 01 to 05 years of experience.

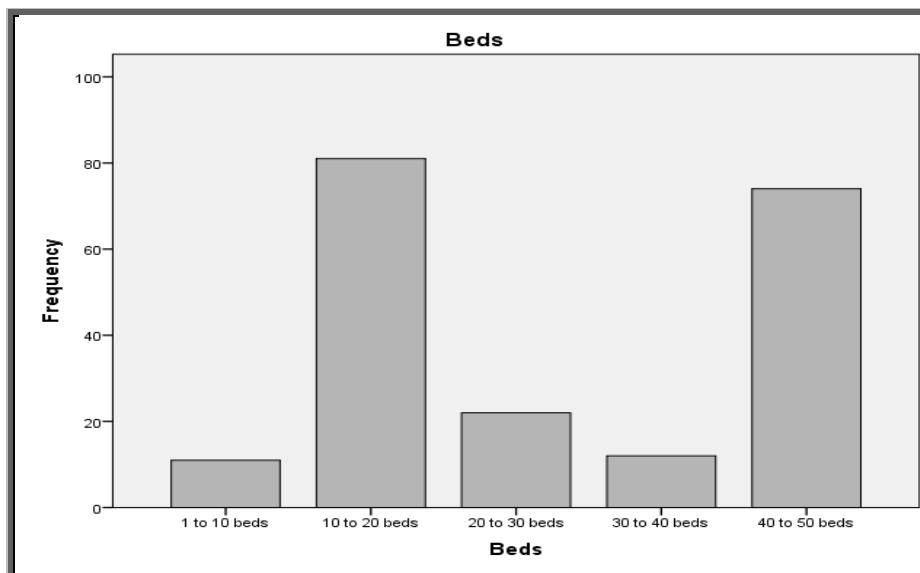
5. No. of Beds in Hospital

Table 5.5: Number of Beds in Hospitals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
1 to 10 beds	11	5.5	5.5	5.5
10 to 20 beds	81	40.5	40.5	46.0
20 to 30 beds	22	11.0	11.0	57.0
30 to 40 beds	12	6.0	6.0	63.0
40 to 50 beds	74	37.0	37.0	100.0
Total	200	100.0	100.0	

Interpretation: As the table 5.5 shows that frequency of hospitals with 1 to 10 beds are 5.5%, frequency of 10 to 20 beds is 40.5%, frequency of 20 to 30 beds is 11%, frequency of 30 to 40 beds is 6% and frequency of 40 to 50 beds is 37%. Hence it may be concluded that majority of the hospitals were having either 10 to 20 beds or 40 to 50 beds. The figure is presented below:

Chart 5.5: Percentage of Beds in Hospitals



5.2 Human Resource Management Practices and Job Satisfaction

Statements with Coding

Human Resource Management & JOB SATISFACTION

Table 5.6 Human Resource Management Practices and Job Satisfaction Statements

S. No.	Human Resource Management Practices and Job Satisfaction Statements	Statement Code
Training & Development		
1	Our organization conducts extensive training programs for its employees in all aspects of quality.	TD1
2	Employees in each job will normally go through training programs every year.	TD2
3	Training needs are identified through a formal performance appraisal mechanism.	TD3
4	There are formal training programs to teach new employees the skills they need to perform their jobs.	TD4
5	Training needs identified are realistic, useful and based on the business strategy of the organization.	TD5
6	To what extent employees of your hospital are helped by your training program.	TD6
Performance Appraisal		
1	Performance of the employees is measured on the basis of specific quantifiable results.	PA1
2	Appraisal system in our organization is growth and development oriented.	PA2

3	Employees are provided performance based feedback and counseling.	PA3
4	Employees have faith in the performance appraisal system.	PA4
5	Appraisal system has a strong influence on individual and team behavior.	PA5
6	How much satisfied the employees of your hospital with your performance appraisal methods.	PA6
	Team Work	
1	During problem solving sessions, your firm makes an effort to get all team members' opinions and ideas before making a decision.	TW1
2	Your firm forms teams to solve problems and in the past 3 years many problems have been solved through small group sessions.	TW2
3	Problem solving teams have helped in improving manufacturing processes at your firm.	TW3
4	Employee teams are encouraged to solve their problems as much as possible at your firm.	TW4
5	New knowledge and skills are imparted to employees periodically to work in teams.	TW5
6	To what extent employees of your hospitals are working in a team.	TW6
	Employee Participation	
1	Employees in this organization are allowed to make decisions, related to cost and quality matters.	TP1
2	Employees in this organization are asked by their superiors to participate in operations related decisions.	TP2
3	Employees are provided opportunity to suggest improvements in the way things are done here.	TP3
4	Employees' suggestions for organization's improvement are always welcomed.	TP4

5	Employees are encouraged to participate in problem solving matters.	TP5
6	To what extent employees of your hospital are participating in hospital medical activities.	TP6
Job Definition		
1	The duties of every job are clearly defined in our organization.	JD1
2	Each job in our organization has an up to date job description.	JD2
3	The job description for each job contains all the duties performed by individual employee.	JD3
4	The actual job duties are shaped more by the employee than by the formal job description.	JD4
5	Each employee is clear about his duties and responsibilities.	JD5
6	How smartly job is defined to each and every employees of your hospital.	JD6
Compensation & Benefits		
1	Job performance is an important factor in determining the incentive compensation of employees.	C1
2	In our organization, salary and other benefits are comparable to the market.	C2
3	In our organization, compensation is decided on the basis of competence and ability of the employee.	C3
4	The compensation for all employees is directly linked to his/her performance.	C4
5	In our organization, profit sharing is used as a mechanism to reward higher performance.	C5
6	How much satisfied the employees of your hospital with your compensation program.	C6

JOB SATISFACTION		
1	I feel I am being paid a fair amount for the work I do.	JS1
2	There is really too little chance for promotion on my job.	JS2
3	My supervisor is quite competent in doing his/her job.	JS3
4	I am not satisfied with the benefits I receive.	JS4
5	When I do a good job, I receive the recognition for it that I should receive.	JS5
6	Many of our rules and procedures make doing a good job difficult.	JS6
7	I like the people I work with.	JS7
8	I sometimes feel my job is meaningless.	JS8
9	Communication seems good within this organization.	JS9
10	Those who do well on the job stand a fair chance of being promoted.	JS10
11	My supervisor is unfair to me.	JS11
12	The benefits we receive are as good as most other organizations offer.	JS12
13	I do not feel that the work I do is appreciated.	JS13
14	My efforts to do a good job are seldom blocked by red tape.	JS14
15	I find I have to work harder at my job because of the incompetency of people I work with.	JS15
16	I like doing the things I do at work.	JS16
17	The goals of this organization are not clear to me.	JS17
18	I feel unappreciated by the organization when I think about what they pay me.	JS18
19	People get ahead as fast here as they do in other places.	JS19

20	My supervisor shows too little interest in the feelings of subordinates.	JS20
21	The benefit package we have is equitable.	JS21
22	There are few rewards for those who work here.	JS22
23	I have too much to do at work.	JS23
24	I enjoy with my coworkers.	JS24
25	I often feel that I do not know what is going on in the organization.	JS25
26	I feel a sense of pride in doing my job.	JS26
27	I feel satisfied with my chances for salary increments.	JS27
28	There are benefits we do not have which we should have.	JS28
29	I like my supervisor.	JS29
30	I have too much paperwork.	JS30
31	I don't feel my efforts are rewarded the way they should be.	JS31
32	I am satisfied with my chances for promotion.	JS32
33	There is too much bickering and fighting at work.	JS33
34	My job is enjoyable.	JS34
35	Work assignments are not fully explained.	JS35
36	How much satisfied the employees of your hospital with current job position and job responsibilities.	JS36

5.3 Consolidated Mean value of the Variables Human Resource

Management Practices and Job Satisfaction Statements with Coding

Table 5.7 Consolidated Mean value of the Variables Human Resource Management Practices and Job Satisfaction Statements with Coding

Descriptive Statistics			
Statements	N	Mean	Std. Deviation
TD1	200	3.9500	.64776
TD2	200	4.1300	.65975
TD3	200	4.1700	.76421
TD4	200	4.1100	.84942
TD5	200	3.8150	.97237
TD6	200	4.0700	.81758
PA1	200	4.0700	.82371
PA2	200	4.1100	.61628
PA3	200	4.1250	.74979
PA4	200	4.1200	.89420
PA5	200	3.9600	.91245
PA6	200	3.9750	.54392
TW1	200	4.0050	.70531
TW2	200	3.9100	.91985
TW3	200	3.8950	.95842
TW4	200	3.9450	.88083
TW5	200	4.1150	.75140
TW6	200	3.9500	1.04063
EP1	200	3.9750	.74643
EP2	200	4.0550	.72429
EP3	200	3.9150	.81307
EP4	200	4.1100	.80694
EP5	200	3.9200	.87603
EP6	200	3.9950	.81751

JD1	200	4.0900	.83389
JD2	200	3.9300	.73334
JD3	200	3.6300	1.01897
JD4	200	3.6250	.84138
JD5	200	4.1850	.70943
JD6	200	3.8400	.75979
CB1	200	3.6500	.82517
CB2	200	4.1850	.61044
CB3	200	3.8250	.84733
CB4	200	3.8950	.78553
CB5	200	3.7850	.92903
CB6	200	3.8050	.85477
JS1	200	3.8750	.94010
JS2	200	2.3500	1.06450
JS3	200	3.8400	1.07245
JS4	200	2.2050	1.27322
JS5	200	3.9500	.84324
JS6	200	2.6750	1.23165
JS7	200	3.9000	.87397
JS8	200	1.7000	1.16912
JS9	200	4.3200	2.90859
JS10	200	3.5650	1.02028
JS11	200	2.1800	1.42751
JS12	200	3.9050	3.00351
JS13	200	2.3800	1.22191
JS14	200	2.6050	1.11589
JS15	200	2.9550	1.13109
JS16	200	3.9500	1.04063
JS17	200	2.5750	1.57058
JS18	200	2.5900	1.33823
JS19	200	3.6900	.85883
JS20	200	2.2100	1.05426

JS21	200	3.7850	.85583
JS22	200	3.0850	1.27904
JS23	200	3.2300	1.17644
JS24	200	3.9750	1.15370
JS25	200	2.7600	1.13084
JS26	200	3.8050	.93345
JS27	200	4.1000	.60980
JS28	200	3.0900	1.15262
JS29	200	3.9150	.97598
JS30	200	3.1450	1.00949
JS31	200	2.9400	1.24263
JS32	200	3.6650	1.01881
JS33	200	2.9550	1.33487
JS34	200	3.9400	1.02059
JS35	200	2.8050	1.35133
JS36	200	4.0150	.79241
Valid N (listwise)	200		

Interpretation: As the table 5.7 shows the consolidated mean of all the statements related to the human resource management and job satisfaction. Mean value more than 3 out of 5 indicates that the respondents are moving towards the agreement side. The Large numbers of variables are having mean values of more than 4.32, whereas in few cases the values are below 1.70. The value of less than three may be considered moving towards the disagreement side but not necessarily disagreement, the overall mean value is 4.32 which is quite good and shows a clear trend of movement of respondents towards the agreement side.

5.4 OBJECTIVE - 1

To study the correlation between HRM Practices and Job Satisfaction in small hospitals in Lucknow.

The 1st Objective of the study was to study the correlation between HRM practices and job satisfaction in small hospitals in Lucknow. Following are the null and alternative hypothesis:

5.4.1 Analysis - Correlation among HRM Practices (Training & Development, Performance Appraisal, Team Work, Employee Participation Job Definition and Compensation & Benefits) and Job Satisfaction in Small Hospitals in Lucknow.

Inter-correlations coefficients (r) were calculated by the means of Pearson's Product Moment method. The correlation coefficient can range in value from -1 to $+1$. The larger the absolute value of the coefficient, the stronger the relationship between the variables. For the Pearson correlation, an absolute value of 1 indicates a perfect linear relationship. A correlation close to 0 indicates no linear relationship between the variables. According to Cohen (1988), ranging from 0.01 to 0.09 may be regarded as indicating a very low degree of relationship, from 0.10 to 0.29 may be regarded as indicating a low degree of relationship, 0.30 to 0.49 may be regarded as indicating a moderate degree of relationship and r ranging from 0.50 to 0.69 may be regarded as indicating a strong relationship and a value of 0.7 and above may be regarded as a very strong relationship. Pearson Correlation was used to investigate the inter-relationship amongst the variables. The relationship between affective training, performance appraisal, team work, employee participation, job definition and compensation & benefits were investigated against job satisfaction.

5.4.2 HYPOTHESES TESTING

H0: There is no significant correlation between HRM Practices and Job Satisfaction.

H1: There is significant correlation between HRM Practices and Job Satisfaction.

5.4.3 Correlation between Training & Development and Job Satisfaction

Table 5.8 Correlations Test TD & JS

		TD	JS
TD	Pearson Correlation	1	.154*
	Sig. (2-tailed)		.030
	N	200	200
JS	Pearson Correlation	.154*	1
	Sig. (2-tailed)	.030	
	N	200	200
*. Correlation is significant at the 0.05 level (2-tailed).			

From table 5.8 we can find the Pearson's r statistic in the top of table. The Pearson's r for the correlation between the training and job satisfaction variables is .154, hence a positive relationship between the training and job satisfaction variables.

Table 5.9 Coefficient Correlation between Training and Job Satisfaction

Variable	R	Remark
Training	.154	P < 0.05
Job Satisfaction		

From table 5.9 it can be said that the correlation coefficient is .154 which is positive and the correlation significant at $p < 0.05$. It reflects that the correlation between training and job satisfaction is positive and significant. Thus null hypothesis that there is no significant

correlation between training and job satisfaction is rejected. It may, therefore be said that training and job satisfaction are positively correlated.

Based on the results, we can state the following:

- Training and Job Satisfaction have a statistically significant positive relationship ($p < 0.05$).
- The direction of the relationship is positive (i.e. Training and Job Satisfaction are positively correlated), meaning that these variables tend to increase together.

5.4.4 Correlation between Performance Appraisal and Job Satisfaction

Table 5.10 Correlation Test PA & JS

		PA6	JS36
PA6	Pearson Correlation	1	.292**
	Sig. (2-tailed)		.000
	N	200	200
JS36	Pearson Correlation	.292**	1
	Sig. (2-tailed)	.000	
	N	200	200
**.Correlation is significant at the 0.01 level (2-tailed).			

From table 5.10 we can find the Pearson's r statistic in the top of table. The Pearson's r for the correlation between the performance appraisal and job satisfaction variables is .292. Thus we can conclude that there is a positive relationship between performance appraisal and job satisfaction variables.

Table 5.11 Coefficient Correlation between Performance Appraisal and Job Satisfaction

Variable	R	Remark
Performance Appraisal	.292	P <0.01
Job Satisfaction		

From table 5.11 it can be said that the correlation coefficient is .292 which is positive and significant $p < 0.01$. It reflects that the correlation between performance appraisal and job satisfaction is positive and significant. Thus null hypothesis that there is no significant correlation between performance appraisal and job satisfaction is rejected. It may, therefore be said that performance appraisal and job satisfaction are positively correlated.

Based on the results, we can state the following:

- Performance appraisal and Job Satisfaction have a statistically significant positive relationship ($p < 0.01$).
- The direction of the relationship is positive (i.e. performance appraisal and job satisfaction are positively correlated), meaning that these variables tend to increase together (i.e. greater performance appraisal is associated with greater Job Satisfaction).

5.4.5 Correlation between Team Work and Job Satisfaction

Table 5.12 Correlation Test TW & JS

		TW6	JS36
TW6	Pearson Correlation	1	.147*
	Sig. (2-tailed)		.038
	N	200	200
JS36	Pearson Correlation	.147*	1
	Sig. (2-tailed)	.038	
	N	200	200
*. Correlation is significant at the 0.05 level (2-tailed).			

From table 5.12 we can find the Pearson's r statistic in the top of table. The Pearson's r for the correlation between the team work and job satisfaction variables is .147 a positive relationship between the team work and job satisfaction variables.

Table 5.13 Coefficient Correlation between Team Work and Job Satisfaction

Variable	R	Remark
Team Work	.147	P <0.05
Job Satisfaction		

From table 5.13 it can be said that the correlation coefficient in .147 which means there is a positive and significant relationship between the team work and job satisfaction variables at 0.05 level. It reflects that the correlation between team work and job satisfaction is positive and significant. Thus null hypothesis that there is no significant correlation between team work and job satisfaction is rejected. It may, therefore be said that team work and job satisfaction were having positive correlation.

Based on the results, we can state the following:

- Team Work and Job Satisfaction have a statistically significant relationship ($p < 0.05$).
- The direction of the relationship is positive (i.e. Team Work and Job Satisfaction are positively correlated), meaning that these variables tend to increase together (i.e. greater Team Work is associated with greater Job Satisfaction).

5.4.6 Correlation between Employee Participation and Job Satisfaction

Table 5.14 correlation Test EP & JS

		EP6	JS36
EP6	Pearson Correlation	1	-.163 [*]
	Sig. (2-tailed)		.021
	N	200	200
JS36	Pearson Correlation	-.163 [*]	1
	Sig. (2-tailed)	.021	
	N	200	200
*. Correlation is significant at the 0.05 level (2-tailed).			

From table 5.14 we can find the Pearson's r statistic in the top of table. The Pearson's r for the correlation between the Employee Participation and job satisfaction variables is -.163. We can conclude that there is a negative relationship between Employee Participation and job satisfaction variables.

Table 5.15 Coefficient Correlation between Employee Participation and Job Satisfaction

Variable	R	Remark
Employee Participation	-.163	P < 0.05
Job Satisfaction		

From table 5.15 it can be said that the correlation coefficient in -.163 which is negative relationship which is significant at $p < 0.05$ level. It reflects that the correlation between employee participation and job satisfaction is negative and significant. Thus null hypothesis that there is no significant correlation between employee participation and job satisfaction is rejected. It may, therefore be said that Employee Participation and job satisfaction have negative relationship.

Based on the results, we can state the following:

- Employee Participation and Job Satisfaction have a statistically significant relationship ($p < 0.05$).
- The direction of the relationship is negative (i.e. Employee Participation and Job Satisfaction are negatively correlated), meaning that these variables tend to decrease together.

5.4.7 Correlation between Job Definition and Job Satisfaction

Table 5.16 Correlation between JD & JS

		JD6	JS36
JD6	Pearson Correlation	1	.246**
	Sig. (2-tailed)		.000
	N	200	200
JS36	Pearson Correlation	.246**	1
	Sig. (2-tailed)	.000	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

From table 5.16 we can find the Pearson's r statistic in the top of table. The Pearson's r for the correlation between the job definition and job satisfaction variables is .246. Pearson's r is .246. Thus we can conclude that there is a positive relationship between job definition and job satisfaction variables.

Table 5.17 Coefficient Correlation between Job Definition and Job Satisfaction

Variable	R	Remark
Job Definition	.246	P < 0.01
Job Satisfaction		

From table 5.17 it can be said that the correlation coefficient is .246 which is a positive relationship between job definition and job satisfaction variables and significant at 0.01 level. It reflects that the correlation between job definition and job satisfaction is positive and significant. Thus null hypothesis that there is no significant correlation between job definition and job satisfaction is rejected. It may, therefore be said that job definition and job satisfaction were having positive correlation.

Based on the results, we can state the following:

- Job Definition and Job Satisfaction have a statistically significant relationship ($p < 0.01$).
- The direction of the relationship is positive (i.e. Job Definition and Job Satisfaction are positively correlated), meaning that these variables tend to increase together (i.e. greater Job definition is associated with greater Job Satisfaction).

5.4.8 Correlation between Compensation & Benefits and Job Satisfaction

Table 5.18 Correlation Test CB & JS

		C6	JS36
C6	Pearson Correlation	1	.294**
	Sig. (2-tailed)		.000
	N	200	200
JS36	Pearson Correlation	.294**	1
	Sig. (2-tailed)	.000	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

From table 5.18 we can find the Pearson's r statistic in the top of table. The Pearson's r for the correlation between the compensation & benefits and job satisfaction variables is .294.

Pearson's r is .294. Thus we can conclude that there is a positive relationship between compensation & benefits and job satisfaction variables.

Table 5.19 Coefficient Correlation between Compensation & Benefits and Job Satisfaction

Variable	R	Remark
Compensation & Benefits	.294	P < 0.01
Job Satisfaction		

From table 5.19 it can be said that the Correlation coefficient is .294 which is a positive relationship between compensation & benefits and job satisfaction variables and significant at 0.01 level. It reflects that the correlation between compensation & benefits and job satisfaction is positive and significant. Thus null hypothesis that there is no significant correlation between compensation & benefits and job satisfaction is rejected. It may, therefore be said that compensation & benefits and job satisfaction are having positive correlation.

Based on the results, we can state the following:

- Compensation & Benefits and Job Satisfaction have a statistically significant relationship ($p < 0.01$).
- The direction of the relationship is positive (i.e. Compensation & Benefits and Job Satisfaction are positively correlated), meaning that these variables tend to increase together (i.e. greater Compensation & Benefits is associated with greater Job Satisfaction).

5.5 OBJECTIVE - 2

To compare mean scores of Job Satisfaction of males and females in small hospitals in Lucknow

The 2nd objective of the study was to Compare Mean Scores of Job Satisfaction of Males and Females in small hospitals in Lucknow. Following are the null and alternative Hypothesis:

5.5.1 ANALYSIS - To Compare Mean Scores of Job Satisfaction of Males and Females in small hospitals in Lucknow.

5.5.2 HYPOTHESES TESTING

H₀: There is no significant difference in Mean Scores of Job Satisfaction of Males and Females.

H₁: There is significant difference in Mean Scores of Job Satisfaction of Males and Females.

Table 5.20 Comparative Mean Values for Job Satisfaction on the basis of Gender

Group Statistics					
	Sex	N	Mean	Std. Deviation	Std. Error Mean
JS36	Male	129	3.9690	.69527	.06122
	Female	71	4.0986	.94347	.11197

Interpretation: Above table 5.20 reflects the results of small hospital's employees on the basis of gender. The result shows that the male employees scored higher mean value 3.96 with the standard deviation value of .69 whereas the female employees scored a lower mean value of 4.09 with the standard deviation value .94. It is concluded that males have higher job satisfaction towards their organization than female employees.

Table 5.21: Independent Samples t- Test Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower		Upper
JS	Equal variances assumed	6.791	.010	-1.107	198	.269	-.12960	.11703	-.36038	.10118
36	Equal variances not assumed			-1.016	112.598	.312	-.12960	.12761	-.38243	.12323

Interpretation: The above table 5.21 shows F value for Levene’s test is 6.791 with a sig. (p) value of .010. Because the sig. value is less than .05 ($p < .05$), no difference for the assumption of homogeneity of variance, **‘Equal variance not assumed’** and conclude that there is a significant difference between the two group’s variances. Since the t value 1.107, this indicates that the first group was higher than the second group and the sig. (2-tailed) p value in this study is .010. This value is less than 0.05. Hence, it is concluded that the null hypothesis is rejected and alternate hypothesis is accepted. **There is a significant difference in Mean Scores of Job Satisfaction of Males and Females.** It is concluded that gender influences the level of job satisfaction of employees; the male employees have significantly more satisfaction towards their organization than the female employees.

Table 5.22 Gender - Wise M, SD, N and t-values of Job Satisfaction

Gender	Mean	Standard Deviation	N	P-value
Male	3.9690	.69527	129	.010
Female	4.0986	.94347	71	

From table 5.22 it is evident that the p value is .010 which is significant. It indicates that the mean scores of job satisfaction of males and females differ significantly. Thus, null hypothesis that there is no significant difference in mean scores of job satisfaction of Males and Females is rejected. It may, therefore be said that males and females were found to have different degree of job satisfaction.

Based on the results, we can state the following:

Since p value is .010 which is less than our chosen significance level $\alpha = 0.05$, we can reject the null hypothesis, and conclude that the mean job satisfaction for males and females is significantly different.

- There was a significant difference in mean job satisfaction between male and female ($t_{112.598} = 1.016, p < .05$).
- The average job satisfaction for male was .129 higher than the average job satisfaction for female employees in small hospitals.

5.6 OBJECTIVE - 3

To find out the Satisfaction levels of employees as a consequence of the HRM Practices of the small hospitals in Lucknow

The 3rd Objective of the study was to find out the satisfaction levels of employees as a consequence of the HRM practices in the small hospitals in Lucknow. Following are the null and alternative hypotheses:

5.6.1 ANALYSIS - To find out the satisfaction levels of employees as a consequence of the HRM practices of the small hospitals in Lucknow.

5.6.2 HYPOTHESES TESTING

H0: There is no significant satisfaction level of employees as a consequence of the HRM practices in the small hospitals.

H1: There is significant satisfaction level of employees as a consequence of the HRM practices in the small hospitals.

H1: Employees are satisfied with Training and Development

H2: Employees are satisfied with Performance Appraisal

H3: Employees are satisfied with Team Work

H4: Employees are satisfied with Employee Participation

H5: Employees are satisfied with Job Definition

H6: Employees are satisfied with Compensation & Benefits

5.6.3 Analysis of Study Factors

This section of the analysis focuses on the extent to which workers are satisfied with their job in the Small Hospital in Lucknow. The general level of satisfaction among the various job

positions in the small hospitals in Lucknow was assessed. The level of job satisfaction for each job category was determined by the summation of total scores of satisfaction levels.

Table 5.23: Percentage of employees in different level of satisfaction under HRM

Factors:

	TD6	PA6	TW6	EP6	JD6	CD6
1 = Strongly Dissatisfied	2.5%	0.0 %	3.5%	0.5%	3.0%	3.0%
2 = Dissatisfied	4.5%	1.5%	10.0%	8.0%	3.5%	5.5%
3 = Neutral	1.5%	11.5%	5.5%	6.5%	9.5%	13.5%
4 = Satisfied	66.5%	75.0%	50.0%	61.5%	74.5%	64.0%
5 = Strongly Satisfied	25.0%	12.0%	31.0%	23.5%	9.5%	14.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

TD6 = Training and Development; PA6 = Performance Appraisal; TW6 = Team Work;

EP6 = Employee Participation; JD6 = Job Definition; CD6 = Compensation & Benefits

The table 5.23 shows the percentage analysis of employees' satisfaction under HRM. For TD6, 66.5% employees are satisfied; 25.0% employees are strongly satisfied and 2.5% and 4.5% employees are strongly dissatisfied and dissatisfied. For PA6 0.0% and 1.5% employees are not satisfied; 12.0% employees are strongly satisfied; 75.0% employees are satisfied. For TW6 3.0% employees are highly satisfied, 50.0% employees are satisfied and 3.5% highly dissatisfied; whereas 10.0% employees are not satisfied. For EP6 23.5% employees are strongly satisfied, 61.5% employees are poorly satisfied, and 0.5% and 8.0% employees are dissatisfied. For JD6, 9.5% employees are highly satisfied and 74.5% employees are satisfied and 3.0% and 3.5% employees are highly dissatisfied and dissatisfied respectively. For CD6, 14.0% and 64.0% employees are highly satisfied and satisfied; whereas 3.0% and 5.5%

employees are highly dissatisfied and dissatisfied. From the analysis, it is evident that employees are satisfied with the human resource practices in small hospitals in Lucknow.

Table 5.24: Computation of z value

Factors of employee satisfaction	Sample Size	Mean	Standard Deviation	Standard error	Z - Value (Calculated)	Mean Rank
Training & Development	200	4.0700	.81758	.05781	0.0856	4.00
Performance Appraisal	200	3.9750	.54392	.03846	1.7925	3.00
Team Work	200	3.9500	1.04063	.07358	-0.0480	4.00
Employee Participation	200	3.9950	.81751	.05781	-0.0611	4.00
job Definition	200	3.8400	.75979	.05373	-0.4596	4.00
Compensation & Benefits	200	3.8050	.85477	.06044	-0.2281	4.00

H1: Employees are Satisfied with Training and Development

In this hypothesis, it was assumed that the employees of small hospitals are satisfied with their training & development. The calculated value of z in table 5.24 is 0.0856 which is at 5% level of significance in two tailed test. The calculated value of z is higher than the table value; therefore, the null hypothesis is rejected. Hence, the employees of small hospitals in Lucknow are satisfied with their training & development.

H2: Employees are satisfied with performance appraisal

The assumed hypothesis is that the employees of small hospital are satisfied with their performance appraisal. The result from table 5.24 shows that the calculated value of Z= 1.7925 which is much lower than the table value Z = 1.96 at 5% level of significance in two

tailed test, thus the assumed null hypothesis is rejected. Hence, the employees of small hospitals in Lucknow are satisfied with their performance appraisal.

H3: Employees are satisfied with team work

This hypothesis assumed that the employees of small hospital are satisfied with their performance appraisal. The result from table 5.24 shows that the calculated value of $z = -0.048$ is lower and negative than the table value of $z = 1.96$ at 5% level of significance in two tailed test. Therefore, the null hypothesis cannot be rejected. Thus, it can be concluded that the small hospital employees are not satisfied with Team Work.

H4: Employees are satisfied with employee Participation

The assumed hypothesis is that the employees of small hospital are satisfied with their Employee Participation. The test result (table 5.24) shows that $z = -0.0611$ which is much lower and negative than the table value $z = 1.96$ at 5% level of significance in two tailed test. So, the null hypothesis cannot be rejected. Thus, it can be concluded that the small hospital employees are not satisfied with Team Work.

H5: Employees are satisfied with job definition

In this hypothesis, it is assumed that the employees of small hospital are satisfied with their Job Definition. The result from table 5.24 shows that the calculated value of $z = -0.4596$ is lower and negative than the table value of $z = 1.96$ at 5% level of significance in two tailed test. So the assumed null hypothesis cannot be rejected. Hence, the null hypothesis is accepted. Thus, it can be concluded that the small hospital employees are not satisfied with Team Work.

H6: Employees are satisfied with Compensation & Benefits

The assumed hypothesis is the employees of small hospital are satisfied with their Compensation & Benefits. The result from table 5.24 shows that the calculated result shows that $z = -0.2281$ (table 5.24) which is negative and lower than the table value $z = 1.96$ with 5% level of significance in two tailed test. So the assumed null hypothesis cannot be rejected. Thus, it can be concluded that the small hospital employees are not satisfied with Compensation & Benefits.

The results of z-test analysis and mean rank (table 5.25) represent that the employees are satisfied with training and development (mean rank 1). The employees are poorly satisfied respectively with human performance appraisal (mean rank 2), team work (mean rank 3), employee participation (mean rank 4), job definition (mean rank 5), and compensation & benefits (mean rank 6).

Table 5.25 Descriptive Statistics Zscore

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Zscore(TD6)	200	-3.75497	1.13750	0E-7	1.00000000
Zscore(AP6)	200	-3.63102	1.88445	0E-7	1.00000000
Zscore(TW6)	200	-2.83482	1.00900	0E-7	1.00000000
Zscore(EP6)	199	-3.65433	1.22629	0E-7	1.00000000
Zscore(JD6)	200	-3.73786	1.52673	0E-7	1.00000000
Zscore(CD6)	200	-3.28159	1.39804	0E-7	1.00000000
ZSCORETDPATWEPJDCD	200	-13.62	5.64	-.0136	3.41047

5.7 OBJECTIVE - 4

To study the influence of age, gender and designation and their interaction effect on Job Satisfaction of employees in small hospitals in Lucknow

5.7.1 ANALYSIS - The fourth objective is to study the influence of gender, age, designation and their various interactions effect on job satisfaction of employees in small hospitals in Lucknow. Following are the null and alternative hypothesis:

5.7.2 HYPOTHESIS

H0: There is no significant the influence of age, gender and designation and their interaction effect on job satisfaction of employees.

H1: There is significant the influence of age, gender and designation and their interaction effect on job satisfaction of employees.

5.7.3 MULTIVARIATE ANALYSIS OF VARIANCE (MANOVA)

Table 5.26 Between-Subjects Factors

		Value Label	N
Gender	1.00	Male	129
	2.00	Female	71
Age	1.00	25 to 35 yrs	64
	2.00	35 to 45 yrs	88
	3.00	45 to 55 yrs	41
	4.00	more than 55 yrs	7
Designation	1.00	MD	7
	2.00	DGO	14
	3.00	MO	88
	4.00	DIRECTOR	19
	5.00	MS	34
	6.00	EMO	16
	7.00	RMO	5
	8.00	OTHERS	17

5.7.4 INTERPRETATION

5.7.4.1 Influence of Gender, Age and Designation and Their Interaction on Job Satisfaction

Males and females were the two levels of gender. There were four levels of Age namely up to 25 to 35 years, between 35 to 45 years, between 45 to 55 years and more than 55 years. There were 8 levels of designation of namely MD, DGO, MO, DIRECTOR, MS, EMO, RMO and Other Thus the data were analyzed with the help of Univariate analysis of variance factorial designs ANOVA and the results are given in Table 5.4.3.

5.27 Tests of Between-Subjects Effects

Tests of Between-Subjects Effects

Dependent Variable: JS36

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	46.568 ^a	42	1.109	2.221	.000
Intercept	1090.360	1	1090.360	2183.865	.000
Gender	.265	1	.265	.531	.467
Age	1.714	3	.571	1.144	.333
Designation	6.043	7	.863	1.729	.106
Gender * Age	.208	2	.104	.208	.812
Gender * Designation	2.724	6	.454	.909	.490
Age * Designation	10.134	17	.596	1.194	.275
Gender * Age * Designation	1.829	6	.305	.611	.722
Error	78.387	157	.499		
Total	3349.000	200			
Corrected Total	124.955	199			

a. R Squared = .373 (Adjusted R Squared = .205)

Table 5.28 Summary of Univariate Analysis of Variance of job satisfaction

Sources of Variance	Df	SS	MSS	F - Value
Gender (A)	1	.265	.265	.531
Age (B)	3	1.714	.571	1.144
Designation (C)	7	6.043	.863	1.729
A × B	2	.208	.104	.208
A × C	6	2.724	.454	.909
B × C	17	10.134	.596	1.194
A × B × C	6	1.829	.305	.611
Error	157	78.387	.499	
Total	199	124.955		

5.7.4.2 Influence of Gender on Job satisfaction of Employees

The F-value for gender is .531 which is not significant. It indicates that the mean scores of job satisfaction belonging to two gender groups did not differ significantly. So there was no significant influence of gender on job satisfaction of employees. Thus the null hypothesis that there is no significant of gender on job satisfaction of employees is not rejected. It may, therefore be said that job satisfaction was found to be independent of gender of employees.

5.7.4.3 Influence of Age on Job satisfaction of Employees

The F-value for age is 1.144 which is not significant. It indicates that the mean scores of job satisfaction of employees belonging to four age groups did not differ significantly. So there was no significant influence of age on job satisfaction of employees. Thus the null hypothesis that there is no significant influence of age on job satisfaction of employees is not rejected. It

may, therefore be said that the job satisfaction was found to be independent of age of employees.

5.7.4.4 Influence of Designation on Job satisfaction of Employees

The F-value for designation is 1.729 which is no significant. It indicates that the mean scores of job satisfaction of employees belonging to eight - designation groups did not differ significantly. So there was no significant influence of designation on job satisfaction of employees. Thus the null hypothesis that there is no significant influence of designation on job satisfaction of employees is not rejected. It may, therefore be said that the job satisfaction was found to be independent of designation of employees.

5.7.4.5 Influence of interaction between Gender, Age and Designation on Job satisfaction of Employees

The F-value for interaction between gender, age and designation is .611 which is not significant (in table 5.27) it indicates that the mean scores of job satisfaction of males and females belonging to four age groups and eight designations did not differ significantly. So there was no significant influence of interaction between gender, age and designation on job satisfaction of employees. Thus the null hypothesis that there is no significant influence of interaction between gender, age and designation on job satisfaction of employees is not rejected. It may therefore be said that job satisfaction was found to be independent of interaction between gender, age and designation of employees.

5.7.5 FINDING

1. Job satisfaction was found to be independent of gender of employees.
2. Job satisfaction was found to be independent of age of employees.

3. Job satisfaction was found to be independent of designation of employees.
4. Job satisfaction was found to be independent of the interaction between gender, age and designation of employees.

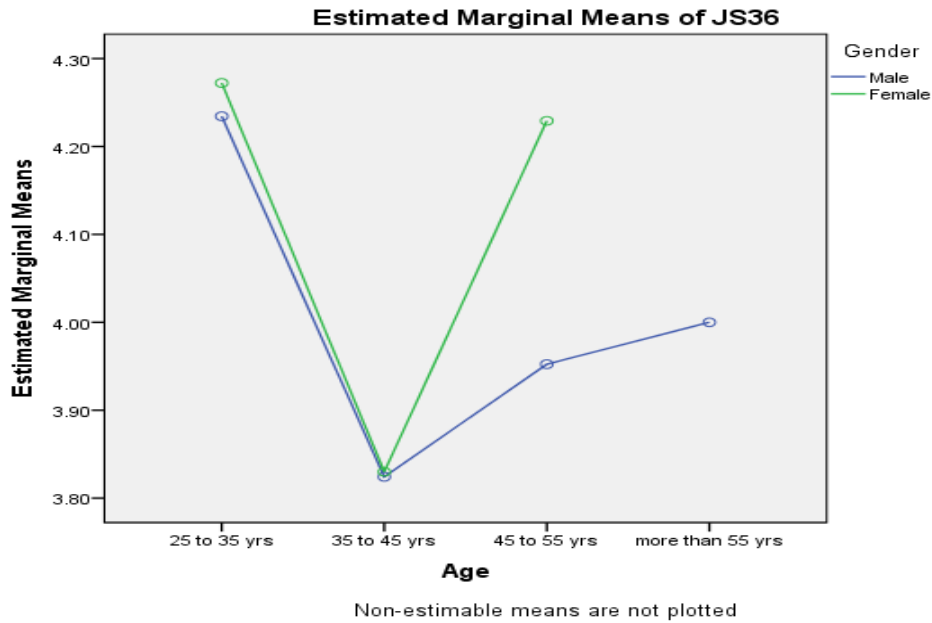
5.7.6 Influence of interaction between age and gender on Job satisfaction

The f-value for interaction between gender, age and designation is .611 which is significant at 0.05 level with $df = 6/200$ (in table 5.29). It indicates that mean scores of job satisfaction of males and females belonging to four levels of age differ significantly. So there was a significant influence and interaction among gender, age and designation on job satisfaction of employees. Thus the null hypothesis that there is no significant influence of interaction between gender, age and designation on job satisfaction is rejected. In order to know the trend of influence of interaction between gender, age and designation is shown in graph 5.6.

Table 5.29: Summary of Univariate Analysis of Variance Design ANOVA of Job Satisfaction

Sources of Variance	Df	SS	MSS	F – Value	Remark
Gender (A)	1	.265	.265	.531	
Age (B)	3	1.714	.571	1.144	
Designation (C)	7	6.043	.863	1.729	F<0.05
A × B	2	.208	.104	.208	P<0.05
A × C	6	2.724	.454	.909	
B × C	17	10.134	.596	1.194	
A× B× C	6	1.829	.305	.611	
Error	157	78.387	.499		
Total	199	124.955			

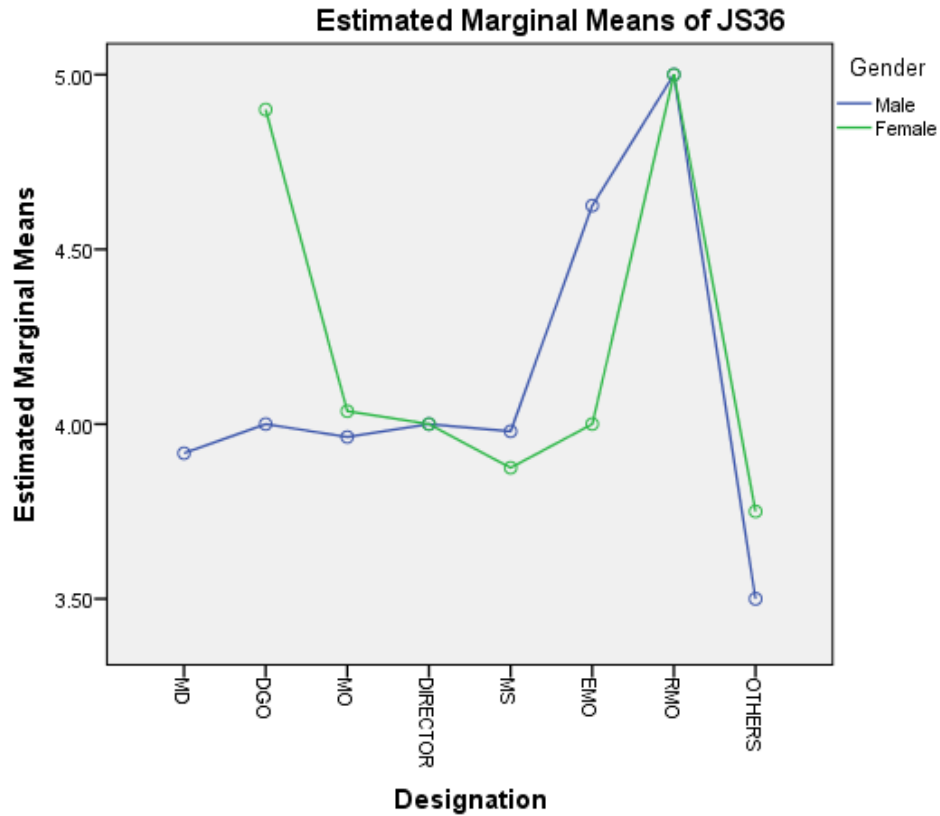
Chart 5.6 Estimated Marginal Means of JS36



From graph 5.6 it is evident that in case of the of males employees of the age increase 35 to 40. There is a sharp increase in job satisfaction of employees but it decline sharply age increase beyond 35 years. On the other hand in case of female employees there is a sharp decline in job satisfaction as age increase from 35 to 40 but there is slight increase in job satisfaction of females as increase from 35 and above.

Further job satisfaction of males was found to be highest when the age ranges between 35 to 40 years. On the other hand the females belonging to same age group lower job satisfaction the females up to 35 age highest job satisfaction.

Chart 5.7: Estimated Marginal Means of JS36



From graph 5.7 it is evident that in case of the of males employees of the designation increase MO. There is a sharp increase in job satisfaction of employees but it decline sharply designation increase beyond MO, EMO and RMO. On the other hand in case of female employees there is a sharp decline in job satisfaction as designation increase from MO, EMO and RMO but there is slight increase in job satisfaction of females as increase from MS.

Further job satisfaction of males was found to be highest in designations MO, EMO and RMO. On the other hand the females belonging to same designation group have lower job satisfaction whereas the females in designations RMO and DGO highest job satisfaction.

5.8 OBJECTIVE - 5

To find out the impact of demographic factors of the employees on Job Satisfaction in small hospitals in Lucknow

5.8.1 ANALYSIS -The fifth objective is to find out the impact of demographic factors of the employees on job satisfaction in small hospitals in Lucknow. Thus the data were analyzed with the help of mean and t - test and ANOVA; Following are the null and alternative hypothesis:

5.8.2 HYPOTHESIS TESTING

H0: There is no significant impact of demographic factors on the employees on Job Satisfaction in Small Hospitals in Lucknow.

H1: There is significant impact of demographic factors on the employees on Job Satisfaction in Small Hospitals in Lucknow.

5.9.3 Gender Vs. Job Satisfaction

Table 5.30 Comparative Mean Values for Job Satisfaction on the basis of Gender

Gender	Mean	N	Std. Deviation
Male	3.9690	129	.69527
Female	4.0986	71	.94347
Total	4.0150	200	.79241

Interpretation: Above table 5.38 reflects the results of hospital's employees on the basis of gender. The result shows that the female employees scored highest mean value 4.098 with the standard deviation value of .94347 whereas the male employees scored the least value of mean 3.969 with the standard deviation value .69527. It is concluded that females have high satisfaction towards their organization than male employees.

HYPOTHESIS

H0 – There is no significant difference between the two genders with respect to their Job Satisfaction.

H1 – There is significant difference between the two genders with respect to their Job Satisfaction.

Table 5.31: Independent Samples t- Test for Gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
JS36	Male	129	3.9690	.69527	.06122
	Female	71	4.0986	.94347	.11197

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JS	Equal variances assumed	6.791	.010	-1.107	198	.269	-.12960	.11703	-.36038	.10118
	Equal variances not assumed			-1.016	112.598	.312	-.12960	.12761	-.38243	.12323

Interpretation: The above table 5.39 shows that F value for Levene’s test is 6.791 with a sig. (p) value of .010. Because the sig. value is less than .05 ($p < .05$), the assumption of homogeneity of variance is not true and ‘equal variance not assumed’ and conclude that there is a significant difference between the two group’s variances.

Since the t value -1.107, this indicates that the first group was higher than the second group and the sig. (2-tailed) p value in this study is .010. This value is less than 0.05. Hence, it is concluded that the null hypothesis is rejected in favor of alternate. ***There is a difference between males and females responses for Job Satisfaction.*** It is concluded that gender

influences the level of employees' satisfaction; the female employees in small hospitals are more satisfied than the male employees.

5.9.4 Age Vs. Job Satisfaction

Table 5.32 Comparative Mean Values for Job Satisfaction on the basis of Age

Age	Mean	N	Std. Deviation
25 to 35 yrs	4.2031	64	.62182
35 to 45 yrs	3.8864	88	.93994
45 to 55 yrs	3.9756	41	.65145
more than 55 yrs	4.1429	7	.69007
Total	4.0150	200	.79241

Interpretation: Above table 5.40 reflects comparative mean of age in small hospital employees. The result shows that the age group more than 55 years employees scored highest mean value 4.142 with the standard deviation value of .69007 whereas the 25 to 35 years scores mean value 4.2031 with the standard deviation .62182, and age group 35 to 45 years employees scored the least value of mean 3.886 with the standard deviation value of .93994 and 45 to 55 years and employees scored the least value of mean 3.975 with the standard deviation value of .65145. It is concluded that the employees more than 55 years age and 25 to 35years are highly satisfied with the organization.

It is concluded that age influences the level of employee satisfaction; the employee having age more than 55 years and from 25 to 35 years are more satisfaction with their organization than the employees of age 35 to 45 years and 45 to 55 years.

HYPOTHESIS

H0 – There is no significant difference among the age group with respect to their Job Satisfaction.

H1 – There is significant difference among the age group with respect to their Job Satisfaction.

Table 5.33 One-Way Analysis of Variance of Small Hospital's Employees' Scores on JS for the Variable Age

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
JS * Age	Between Groups	(Combined)	3.899	3	1.300	2.104	.101
	Within Groups		121.056	196	.618		
	Total		124.955	199			

Interpretation: The above table 5.41 shows F value is 2.104; the sig. (p) value in this study is .101. This value is more than 0.05. Hence, it is concluded that the null hypothesis cannot be rejected. Hence ‘there is no significant difference among the age group with respect to their Job Satisfaction.’

5.9.5. Qualification Vs. Job Satisfaction

Table 5.34 Comparative Mean Values for Job Satisfaction on the basis of Qualification

Designation	Mean	N	Std. Deviation
MD	4.1429	7	.69007
DGO	4.6429	14	.49725
MO	3.9545	88	.62347
DIRECTOR	4.0000	19	.33333
MS	3.8529	34	1.20937
EMO	4.5000	16	.51640
RMO	5.0000	5	.00000
OTHERS	3.3529	17	.70189
Total	4.0150	200	.79241

Interpretation: Above table 5.42 reflects the results of small hospital employees on the basis of qualification. The result shows that the RMO employees scored highest mean value of 5.000 with the standard deviation of .0000 and MD, DGO, DIRECTOR, EMO employees have the largest value of mean of 4.142, 4.642, 4.000 & 4.500 respectively with the standard deviation value .6900, .49725, .3333 & .51640 respectively. Whereas the MO, MS and Others employees have least value of mean 3.9545, 3.8529 and 3.3529 respectively with the standard deviation value .62347, 1.2937 and .70189 respectively. It is concluded that RMO employees are more committed and strongly satisfied with their organization than MO, MS and Others qualification employees.

HYPOTHESIS

H0 – There is no significant difference among the qualification group with respect to their Job Satisfaction.

H1 – There is significant difference among the qualification group with respect to their Job Satisfaction.

Table 5.35 One-Way Analysis of Variance for Small Hospital Employees' Scores on Job Satisfaction for Qualification

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
JS36 * Designation	Between Groups	(Combined)	22.918	7	3.274	6.161	.000
	Within Groups		102.037	192	.531		
	Total		124.955	199			

Interpretation: The above table 5.43 shows F value is 6.161, the sig. (p) value in this study is .000. This value is less than 0.05. Hence, it is concluded that the null hypothesis is rejected in favor of alternate. Hence 'there is significant difference among the qualification group with respect to Their Job Satisfaction.'

5.9.6. Experience Vs Job Satisfaction

Table 5.36 Comparative Mean Values for Job Satisfaction on the basis of Experience

Experience	Mean	N	Std. Deviation
01 to 05 yrs	4.0247	81	.75788
05 to 10 yrs	4.0441	68	.78100
10 to 15 yrs	4.0385	26	.91568
15 to 20 yrs	3.8235	17	.95101
20 to 30 yrs	4.0000	8	.53452
Total	4.0150	200	.79241

Interpretation: Above table 5.44 reflects the results on the basis of experience analysis. The result shows that the 05 to 10 year and 10 to 15 years experienced employees scored highest mean value 4.044 and 4.038 with the standard deviation value of .78100 and .91568 whereas the 01 to 05 years and 15 to 20 years and 20 to 30 years experienced employees scored the least value of mean 4.024, 3.823 and 4.000 respectively with the standard deviation value .75788, .95101 and .53452 respectively. It is concluded that 05 to 15 years experienced employees more satisfied with their organization than 01 to 05 years and 15 to 20 years experienced employees.

HYPOTHESIS

H0 – there is no significant difference among the experience group with respect to their Job Satisfaction.

H1 – there is significant difference among the experience group with respect to their Job Satisfaction.

Table 5.37 One-Way Analysis of Variance of Employees’ Scores on Job Satisfaction for the Experience

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.586	4	.647	.516	.724
Within Groups	244.369	195	1.253		
Total	246.955	199			

Interpretation: The above 5.45 table shows that F value is .516; the sig. (p) value in this study is 7.24. This value is more than 0.05. Hence, it is concluded that the null hypothesis is cannot be rejected. Hence ‘there is no significant difference among the experience group with respect to their Job Satisfaction.’

5.10 SUMMARY OF HYPOTHESIS TESTING

Table 5.38 Result Summary of Hypothesis Testing

Research Purpose, Hypothesis and Results		
Objectives	Hypothesis	Result of Hypothesis
To study the correlation between HRM Practices and Job Satisfaction in small hospitals in Lucknow	H0: There is no significant correlation between HRM Practices and Job Satisfaction.	Rejected
To compare mean scores of Job Satisfaction of males and females in small hospitals in Lucknow	H0: There is no significant difference in Mean Scores of Job Satisfaction of Males and Females.	Rejected
To find out the Satisfaction levels of employees as a consequence of the HRM Practices of the small hospitals in Lucknow	H01: Employees are satisfied with Training and Development H02: Employees are satisfied with Performance Appraisal H03: Employees are satisfied with Team Work H04: Employees are satisfied with Employee Participation H05: Employees are satisfied with job Definition H06: Employees are satisfied with compensation & Benefits	Rejected Rejected Accepted Accepted Accepted Accepted
To study the influence of gender, age and designation and their interaction effect on Job Satisfaction of employees in small hospitals in Lucknow	H0: There is no significant the influence of age, gender and designation and their interaction effect job satisfaction of employees.	Accepted
To find out the impact of demographic factors of the employees on Job Satisfaction in small hospitals in Lucknow	H0 – There is no significant difference between the two gender with respect to their Job Satisfaction. H0 – There is no significant difference among the age group with respect to their Job Satisfaction. H0 – There is no significant difference among the qualification group with respect to their Job Satisfaction. H0 – there is no significant difference among the experience group with respect to their Job Satisfaction.	Rejected Accepted Rejected Accepted

CHAPTER SUMMARY

This chapter presented the analysis and findings of the responses of HRM practices and job satisfaction in small hospitals in Lucknow. First of all the general information of respondents such as gender, age, qualification, and experience are presented graphically through bar and column charts. Next, all the objectives regarding HRM practices and job satisfaction in small hospitals in Lucknow were examined by descriptive analysis and then analysed statistically through t-test and ANOVA. The next chapter provides the discussions and conclusion of the findings presented in this chapter along with the suggestions for HRM practices and job satisfaction in small hospitals in Lucknow.

This chapter presents the discussions and interpretations of the results of this study. Furthermore, this chapter also discusses the conclusions of the study. The major conclusions supported by the evidences have already been presented in earlier chapters. This chapter represents summary of the research work entitled “*A Study of Human Resource Management Practices and Job Satisfaction of Employees of Small Hospitals of Lucknow U.P*” based on the findings of the study. This chapter has been divided into two sections namely general information related to human resource management practices and job satisfaction, followed by five chapters namely introduction, review of literature, theoretical framework, research Methodology, analysis and findings.

6.1 RECAPITULATION OF THE STUDY

The main aim of this study is to investigate the relationship between human resource management practices and job satisfaction and to identify which among the six components of human resource management practices is the most important driver that relates to employees in small hospitals in Lucknow. This study attempts to answer the following objectives:

1. To study the correlation between HRM practices and Job Satisfaction in small hospitals in Lucknow.
2. To compare mean scores of Job Satisfaction of males and females in small hospitals in Lucknow.

3. To find out the Satisfaction levels of employees as a consequence of the HRM Practices of the small hospitals in Lucknow.
4. To study the influence of age, gender and designation and their interaction effect on Job Satisfaction of employees in small hospitals in Lucknow.
5. To find out the impact of demographic factors of the employees on Job Satisfaction in small hospitals in Lucknow.

6.2 DISCUSSION

The purpose of this study, mostly, was to examine the research objectives, which included

- Demographic profile of the respondents.
- To study the correlation between HRM Practices and Job Satisfaction in small hospitals in Lucknow.
- To Compare Mean Scores of Job Satisfaction of Males and Females in small hospitals in Lucknow.
- To find out the satisfaction levels of employees as a consequence of the HRM practices of the small hospitals in Lucknow.
- To study the influence of age, gender and designation and their interaction effect on job satisfaction of employees in small hospitals in Lucknow.
- To find out the impact of demographic factors of the employees on job satisfaction in Small Hospitals in Lucknow.

6.3 CHAPTER– 1: INTRODUCTION

Chapter one introduction defines background and orientation of the research study, this research investigates the correlation between human resource management practices and job

satisfaction in small hospitals in Lucknow. This chapter introduces the concept, relationship and factors associated with human resource management practices and job satisfaction as they influence the employee's and organization's work performance. The chapter further presents the statement of problem, research objectives, research questions, brief introduction of the conceptual framework of the study, significance of the study and introduction of the methodology. The final part of the chapter presents the structure of the research as well as the definition of key terms such as human resource management practices and job satisfaction in small hospital in Lucknow.

6.4 CHAPTER- 2 REVIEW OF LITERATURE

In chapter 2 review of literature is done through exploring important researches, theories and models pertaining specifically to human resource management practices and job satisfaction. This literature review provided a theoretical understanding of the important thoughts regarding human resource management practices and job satisfaction and their relationship in the small hospitals in Lucknow, Uttar Pradesh.

This chapter gives a theoretical base for the research to determine the nature of the study. It helped to find the data sources that other researchers have accessed for research in same area. It further helped the researcher in preventing and repeating any errors that have been identified in previous studies. It is a text of this research, which provides the current knowledge regarding important findings, theoretical and methodological contributions to a particular topic. It is an established fact that only a few researches have been made on the topic though now-a-days this topic is gaining attention and many researchers are showing interest in the topic. Many of researchers are focusing the concept of human resource management practices and job satisfaction and its relationship with employee performance;

some of the studies have dealt with the human resource management practices in small hospitals. The main emphasis of literature is mainly on the concept of human resource management practices and job satisfaction and its practices in small hospitals. The definition of human resource management practice has changed with time and it depends on the need of society. The present study is a challenge to find out the scope of human resource management practices and job satisfaction in small hospitals in Lucknow. Studies pertaining to the human resource management practices and job satisfaction and other related variables were reviewed in this chapter.

6.5 CHAPTER– 3: THEORETICAL FRAMEWORK

This chapter discusses the theoretical framework of the study. The main objective of this chapter is to make a conceptual model, which would summarize the available knowledge and describe the relationship between human resource management practices and job satisfaction for enhancing the organizational effectiveness in the small hospitals in Lucknow. The key issues discussed in this chapter are: the human resource management practices including the identification of employee role, personal strains in the workplace, the six forms of human resource management practices including training & development, performance appraisal, team work, employee participation, job definition and compensation & benefits, the antecedents including small hospitals employees' gender, age, qualification, experience and the testable hypotheses of the study.

6.6 CHAPTER- 4: RESEARCH METHODOLOGY

Chapter four presents the research methodology employed in the study to accomplish the stated objectives. Different research methods were charted out to analyses the human

resource management practices and job satisfaction practices and to know the attitude of employees regarding human resource management practices in small hospitals Lucknow. This chapter defines the nature and the type of study, objectives of the study, methods and tools of data collection, sample design, statistical tools for analysis.

6.7 CHAPTER– 5: DATA ANALYSIS & FINDINGS

Chapter five presents the analyses of different sections to be studied which includes respondents profile, general information related to human resource management practices and job satisfaction, employee's attitude about human resource management practices and job satisfaction practices. It also analyses the major dimensions of human resource management and job satisfaction reporting their practices for each dimension adopted by small hospitals in Lucknow. After analysis the following results are presented.

6.7.1 Demographic Profile of the Respondents

- Out of total 200 respondents, 129 are male and 71 are female that is almost 64.5% of the respondents were males and 35.5% were females. Majority of the respondents were males. Hence, it may be concluded that majority of respondents were male.
- Almost 32% of the respondents were 25 to 35 years old employees, 44% were 35 to 45 years, 20.5% of the respondents were 45 to 55 years, only 3.5% respondents were over 55 years. Majority of the respondents were 35 to 45 years old employees. Hence, it may be concluded that majority of respondent were of higher and middle age groups that is in 25 to 35 or 35 to 45 years.
- Almost 44% respondents were MO, 17% respondents were MS, 9.5% respondents were Director, 8% respondents were EMO, 7% respondents were DGO, 3.5 respondents were

MD, 2.5% respondents were RMO and 8.5% respondents were other. Hence, majority of the respondents were at the designation of MO and MS.

- 40.5% of the respondents were of 01 to 05 years' experience holders, 34% were having 05 to 10 years' experience, 13% were having 10 to 15 years, 8.5% of the respondents were 15 to 20 years, 4% of the respondents were having 20 to 30 years of experience. Hence, majority of the respondents were 01 to 05 years of experience.
- It was found that hospitals with 1 to 10 beds are 5.5%, frequency of 10 to 20 beds is 40.5%, frequency of 20 to 30 beds is 11%, frequency of 30 to 40 beds is 6% and frequency of 40 to 50 beds is 37%. Hence it may be concluded that majority of the hospitals were having either 10 to 20 beds or 40 to 50 beds.

6.7.2 Objective – 1: To study the correlation between HRM Practices and Job Satisfaction in small hospitals in Lucknow.

Pearson Correlation method was employed to empirically test the nature of relationship among Human Resource Management Practices and Job Satisfaction. The correlation between HRM Practices (Training & Development, Performance Appraisal, Team Work, Employee Participation Job Definition and Compensation & Benefits) and Job Satisfaction was investigated in Small Hospitals in Lucknow.

6.7.2.1 Correlation between Training & Development and Job Satisfaction

Training and Job Satisfaction have a statistically significant relationship ($p < 0.05$). The direction of the relationship is positive (i.e. Training and Job Satisfaction are positively correlated), meaning that these variables tend to increase together (i.e. low training is associated with low Job Satisfaction).

6.7.2.2 Correlation between Performance Appraisal and Job Satisfaction

Performance Appraisal and Job Satisfaction have a statistically significant linear relationship ($p < 0.01$). The direction of the relationship is positive (i.e. performance appraisal and Job Satisfaction are positively correlated), meaning that these variables tend to increase together (i.e. greater performance appraisal is associated with greater Job Satisfaction).

6.7.2.3 Correlation between Team Work and Job Satisfaction:

Team Work and Job Satisfaction have a statistically significant relationship ($p < 0.05$). The direction of the relationship is positive (i.e. Team Work and Job Satisfaction are positively correlated), meaning that these variables tend to increase together (i.e. greater Team Work is associated with greater Job Satisfaction).

6.7.2.4 Correlation between Employee Participation and Job Satisfaction

Employee Participation and Job Satisfaction have a statistically significant relationship ($p < 0.05$). The direction of the relationship is negative (i.e. Employee Participation and Job Satisfaction are negatively correlated), meaning that these variables tend to decrease together.

6.7.2.5 Correlation between Job Definition and Job Satisfaction

Job Definition and Job Satisfaction have a statistically significant relationship ($p < 0.01$). The direction of the relationship is positive (i.e. Job Definition and Job Satisfaction are positively correlated), meaning that these variables tend to increase together (i.e. greater Job Definition is associated with greater Job Satisfaction).

6.7.2.6 Correlation between Compensation & Benefits and Job Satisfaction

Compensation & Benefits and Job Satisfaction have a statistically significant relationship

($p < 0.01$). The direction of the relationship is positive (i.e. Compensation & Benefits and Job Satisfaction are positively correlated), means that these variables tend to increase together (i.e. greater Compensation & Benefits is associated with greater Job Satisfaction).

The summary of result indicates that training & development; performance appraisal; team work; employee participation; job definition and compensation & benefits and Job Satisfaction have a statistically significant relationship with either $p < 0.05$ or $p < 0.01$. The direction of the relationships is either positive or negative.

6.7.3 Objective – 2: To compare mean scores of the Job Satisfaction of males and females in small hospitals in Lucknow.

It was found that the mean difference of job satisfaction of males and females is significant at p value is .010. It indicates that the mean scores of job satisfaction of males and females do differ significantly. Thus, null hypothesis that there is mean scores of significant difference in mean scores of job satisfaction of males and females is rejected. It may, therefore be said that both males and females were found to have different levels of job satisfaction.

- Since $p < .010$ is less than our chosen significance level $\alpha = 0.05$, we can reject the null hypothesis, and conclude that the mean job satisfaction for male and female is significantly different.
- There was a significant difference in mean job satisfaction between male and female ($t_{112.598} = 1.016, p < .05$).
- The average job satisfaction for male was - 0.12960 times more than the average job satisfaction for female employees in small hospitals.

6.7.4 Objective – 3: To find out the Satisfaction levels of employees as a consequence of the HRM Practices of the small hospitals in Lucknow.

This section accomplished the third objective of this study. This section of the analysis focuses on the extent to which workers are satisfied with their job in the small hospital in Lucknow. The general level of satisfaction among the various job positions in the small hospitals in Lucknow was assessed. The level of job satisfaction for each job category was determined by the summation of total scores of satisfaction levels.

6.7.4.1 Percentage of employees in different level of satisfaction under HRM Factors

The percentage analysis of employee satisfaction under HRM reveals that for TD6, 66.5% employees are satisfied; 25.0% employees are strongly satisfied and 2.5% and 4.5% employees are strongly dissatisfied and dissatisfied. For PA6 0.0% and 1.5% employees are not satisfied; 12.0% employees are strongly satisfied; 75.0% employees are satisfied. For TW6 3.0% employees are highly satisfied, 50.0% employees are satisfied and 3.5% highly dissatisfied; whereas 10.0% employees are not satisfied. For EP6 23.5% employees are strongly satisfied, 61.5% employees are poorly satisfied, and 0.5% and 8.0% employees are dissatisfied. For JD6, 9.5% employees are highly satisfied and 74.5% employees are satisfied and 3.0% and 3.5% employees are highly dissatisfied and dissatisfied respectively. For CD6, 14.0% and 64.0% employees are highly satisfied and satisfied; whereas 3.0% and 5.5% employees are highly dissatisfied and dissatisfied. From the analysis, it is evident that employees are satisfied with the human resource practices in small hospitals in Lucknow.

6.7.4.2 Computation of z value

H1: Employees are satisfied with Training and Development

In this hypothesis, it was assumed that the employees of small hospitals are satisfied with their training & development. The calculated value of z in table 5.24 is 0.0856 which is at 5% level of significance in two tailed test. The calculated value of z is higher than the table value; therefore, the null hypothesis is rejected. Hence, the employees of small hospitals in Lucknow are satisfied with their training & development.

H2: Employees are satisfied with performance appraisal

The assumed hypothesis is that the employees of small hospital are satisfied with their performance appraisal. The result from table 5.24 shows that the calculated value of $Z = 1.7925$ which is much lower than the table value $Z = 1.96$ at 5% level of significance in two tailed test, thus the assumed null hypothesis is rejected. Hence, the employees of small hospitals in Lucknow are satisfied with their performance appraisal.

H3: Employees are satisfied with team work

This hypothesis assumed that the employees of small hospital are satisfied with their performance appraisal. The result from table 5.24 shows that the calculated value of $z = -0.0048$ is lower and negative than the table value of $z = 1.96$ at 5% level of significance in two tailed test. Therefore, the null hypothesis cannot be rejected. Thus, it can be concluded that the small hospital employees are not satisfied with Team Work.

H4: Employees are satisfied with Employee Participation

The assumed hypothesis is that the employees of small hospital are satisfied with their Employee Participation. The test result (table 5.24) shows that $z = -0.0611$ which is much lower and negative than the table value $z = 1.96$ at 5% level of significance in two tailed test. So, the null hypothesis cannot be rejected. Thus, it can be concluded that the small hospital employees are not satisfied with Team Work.

H5: Employees are satisfied with job definition

In this hypothesis, it is assumed that the employees of small hospital are satisfied with their Job Definition. The result from table 5.24 shows that the calculated value of $z = -0.4596$ is lower and negative than the table value of $z = 1.96$ at 5% level of significance in two tailed test. So the assumed null hypothesis cannot be rejected. Hence, the null hypothesis is accepted. Thus, it can be concluded that the small hospital employees are not satisfied with Team Work.

H6: Employees are satisfied with Compensation & Benefits

The assumed hypothesis is the employees of small hospital are satisfied with their Compensation & Benefits. The result from table 5.24 shows that the calculated result shows that $z = -0.2281$ (table 5.24) which is negative and lower than the table value $z = 1.96$ with 5% level of significance in two tailed test. So the assumed null hypothesis cannot be rejected. Thus, it can be concluded that the small hospital employees are not satisfied with Compensation & Benefits.

The results of z-test analysis and mean rank represent that the employees are satisfied with training and development (mean rank 1). The employees are poorly satisfied respectively

with human performance appraisal (mean rank 2), team work (mean rank 3), employee participation (mean rank 4), job definition (mean rank 5), and compensation & benefits (mean rank 6).

6.7.5 Objective – 4: To study the influence of age, gender and designation and their interaction effect on Job Satisfaction of employees in small hospitals in Lucknow.

The fourth objective is to study the influence of gender, age, designation and their various interactions effect on job satisfaction of employees in small hospitals in Lucknow. Males and females were the two levels of gender. There were four levels of age namely 25 to 35 years, between 35 to 45 years, between 45 to 55 years and more than 55 years. There were 8 levels of designation namely MD, DGO, MO, DIRECTOR, MS, EMO, RMO and others.

6.7.5.1 Influence of Gender on Job satisfaction of Employees

The F-value for gender is .531 which is not significant. It indicates that the mean scores of job satisfaction belonging to two gender groups did not differ significantly. So there was no significant influence of gender on job satisfaction of employees. Thus the null hypothesis that there is no significant of gender on job satisfaction of employees is not rejected. It may, therefore be said that job satisfaction was found to be independent of gender of employees.

6.7.5.2 Influence of Age on Job satisfaction of Employees

The F-value for age is 1.144 which is not significant. It indicates that the mean scores of job satisfaction of employees belonging to four age groups did not differ significantly. So there was no significant influence of age on job satisfaction of employees. Thus the null hypothesis that there is no significant influence of age on job satisfaction of employees is not rejected. It may, therefore be said that the job satisfaction was found to be independent of age of employees.

6.7.5.3 Influence of Designation on Job satisfaction of Employees

The F-value for designation is 1.729 which is no significant. It indicates that the mean scores of job satisfaction of employees belonging to eight - designation groups did not differ significantly. So there was no significant influence of designation on job satisfaction of employees. Thus the null hypothesis that there is no significant influence of designation on job satisfaction of employees is not rejected. It may, therefore be said that the job satisfaction was found to be independent of designation of employees.

6.7.5.4 Influence of interaction between Gender, Age and Designation on Job satisfaction of Employees

The F-value for interaction between gender, age and designation is .611 which is not significant it indicates that the mean scores of job satisfaction of males and females belonging to four age groups and eight designations did not differ significantly. So there was no significant influence of interaction between gender, age and designation on job satisfaction of employees. Thus the null hypothesis that there is no significant influence of interaction between gender, age and designation on job satisfaction of employees is not rejected. It may therefore be said that job satisfaction was found to be independent of interaction between gender, age and designation of employees.

- Job satisfaction was found to be independent of gender of employees.
- Job satisfaction was found to be independent of age of employees.
- Job satisfaction was found to be independent of designation of employees.
- Job satisfaction was found to be independent of the interaction between gender, age and designation of employees.

6.7.7 Objective – 5: To find out the impact of demographic factors of the employees on Job Satisfaction in small hospitals in Lucknow.

6.7.7.1 Gender Vs. Job Satisfaction

The result shows that the female employees scored highest mean value 4.098 with the standard deviation value of .94347 whereas the male employees scored the least value of mean 3.969 with the standard deviation value .69527. It is concluded that females have high satisfaction towards their organization than male employees.

It is concluded that gender influences the level of employees' job satisfaction; the female employees are more satisfied with their organization than the male employees.

F value for Levene's test is 6.791 with a sig. (p) value of .010. Because the sig. value is less than .05 ($p < .05$), the assumption of homogeneity of variance is not true and 'equal variance not assumed' and conclude that there is a significant difference between the two group's variances.

Since the t value -1.107, this indicates that the first group was higher than the second group and the sig. (2-tailed) p value in this study is .0.10. This value is less than 0.05. Hence, it is concluded that the null hypothesis is rejected in favor of alternate. ***There is a difference between males and females responses for Job Satisfaction.*** It is concluded that gender influences the level of employees' satisfaction; the female employees in small hospitals are more satisfied than the male employees.

6.7.7.2 Age Vs Job Satisfaction

The result shows that the age group more than 55 years employees scored highest mean value 4.142 with the standard deviation value of .69007 whereas the 25 to 35 years scores mean value 4.2031 with the standard deviation .62182, and age group 35 to 45 years employees

scored the least value of mean 3.886 with the standard deviation value of .93994 and 45 to 55 years and employees scored the least value of mean 3.975 with the standard deviation value of .65145. It is concluded that the employees more than 55 years age and 25 to 35 years are highly satisfied with the organization.

It is concluded that age influences the level of employee satisfaction; the employee having age more than 55 years and from 25 to 35 years are more satisfaction with their organization than the employees of age 35 to 45 years and 45 to 55 years.

F value is 2.104; the sig. (p) value in this study is .101. This value is more than 0.05. Hence, it is concluded that the null hypothesis cannot be rejected. Hence 'there is no significant difference among the age group with respect to their Job Satisfaction.'

6.7.7.3 Qualification Vs Job Satisfaction

The result shows that the RMO employees scored highest mean value of 5.000 with the standard deviation of .0000 and MD, DGO, DIRECTOR, EMO employees have the largest value of mean of 4.142, 4.642, 4.000 & 4.500 respectively with the standard deviation value .6900, .49725, .3333 & .51640 respectively. Whereas the MO, MS and Others employees have least value of mean 3.9545, 3.8529 and 3.3529 respectively with the standard deviation value .62347, 1.2937 and .70189 respectively. It is concluded that RMO employees are more committed and strongly satisfied with their organization than MO, MS and Others qualification employees. F value is 6.161, the sig. (p) value in this study is .000. This value is less than 0.05. Hence, it is concluded that the null hypothesis is rejected in favor of alternate. Hence 'there is significant difference among the qualification group with respect to their Job Satisfaction.'

6.7.7.4 Experience Vs Job Satisfaction

The result shows that the 05 to 10 year and 10 to 15 years experienced employees scored highest mean value 4.044 and 4.038 with the standard deviation value of .78100 and .91568 whereas the 01 to 05 years and 15 to 20 years and 20 to 30 years experienced employees scored the least value of mean 4.024, 3.823 and 4.000 respectively with the standard deviation value .75788, .95101 and .53452 respectively. It is concluded that 05 to 15 years experienced employees more satisfied with their organization than 01 to 05 years and 15 to 20 years experienced employees. F value is .516; the sig. (p) value in this study is 7.24. This value is more than 0.05. Hence, it is concluded that the null hypothesis is cannot be rejected. Hence 'there is no significant difference among the experience group with respect to their Job Satisfaction.'

6.8 SUMMARY OF FINDINGS

The main objectives of this study were to investigate the relationship between human resource management practices and job satisfaction and its effect on organization in the small hospitals in Lucknow. The objectives were accomplished by collecting and analyzing relevant data using various statistical techniques. In line with the objectives, it was found that: majority of respondent were male; majority of respondents belong to higher and middle age group from 25 to 35 and 35 to 45 years; majority of the respondents were having MO and MS designations; majority of the respondents were having 01 to 05 years' experience. Demographical factors do affect the level of employees' satisfaction and human resource management practices in an organization. The results of this study also provide insights into the demographic variables that may influence the job satisfaction of employees in small hospitals. Gender, age and qualification, designation and experience were found to have a significant effect on the human resource management practices and job satisfaction. It was

also found that training & development, performance appraisal, team work, job definition and compensation & benefits have significant impact on employee satisfaction; also there is positive and significant relationship between human resource management practices and job satisfaction, however employee participation and human resource management practices have negative relationship with job satisfaction.

Gender, age, qualification, designation and experience seemed to have a statistically significant impact on human resource management practices and job satisfaction. Gender influences the level of satisfaction in employees; female employees are more satisfied towards their organization than the male employees in small hospitals in Lucknow. The results were congruent with the results of other study dedicated to the relationship between gender and job satisfaction (Green, 2000; Ivancevich and Donnelly, 1968; Jariyavidyanont, 1978). Similar to gender, age groups of respondents had no influence on the current level of job satisfaction and this finding is supported Coll and Rice's study when they stated that age was not related to job satisfaction (in Green, 2000). There is no significant difference among the age group with respect to their Job Satisfaction. Qualification levels in the organization produced similar results as that age and significantly effects the job satisfaction of employees; the more qualified employees are the more satisfied towards they are towards their organization than the less qualified employees. Based on the results in this study, it revealed that personal variables seemed to have linkage with the levels of employee satisfaction.

It is found that all the six variables (Training & Development; Performance Appraisal; Team Work; Employee Participation; Job Definition and Compensation & Benefits) are important for job satisfaction of the employees and there is negligible difference between mean values of all the six variables. Hence it is found that Performance Appraisal and Training &

Development are more important Job Satisfaction factor than Compensation & Benefits, Employee Participation and Job Definition. Money is not everything for employee satisfaction in today business environment, Participative decision making, Performance Appraisal and Training & Development and other variables also plays a vital role in Job Satisfaction in Small Hospitals in Lucknow.

Based on the findings of the study, there is significant relationship between human resource management practices and job satisfaction. It is concluded, that training and job satisfaction were positively correlated; that there is a positive relationship between performance appraisal and job satisfaction variables; that performance appraisal and job satisfaction have positive correlation; that team work and job satisfaction have positive correlation; that job definition and job satisfaction have positive correlation; compensation & benefits and job satisfaction have positive correlation. However, there a significant but negative correlation between employee participation and job satisfaction. It may, therefore be said that employee participation and job satisfaction have negative relationship. It may, therefore be said

6.9 CONCLUSION

The findings of this study inform us to realign and strengthen HRM as in one group or in one organization there should be no unfairness at any level as well as in department. All employees need to be satisfied equally as per their needs. All practices that are implemented in an organization should be tested and above analysis shows how it could affect the employees in small hospitals in Lucknow. This study also brings out the importance to analyze employee perception about organizations at different levels of management and an effective role of HRM; satisfaction of the employees could be enhanced which eventually lead to a competitive positioning of organization in an aggressive environment.

The results of this study also revealed that bundles of Human Resource Management practices are positively related to employee satisfaction. This result is in consonance with of Jackson & Schuler (1992), Eskildsen & Nussier (2000), and Boselie & Wieles (2002). This means that effective HRM practices lead to employee satisfaction. Results revealed that only six dimensions of HRM practices emerged as the predictors of employee satisfaction in the small hospitals in Lucknow. These practices include training & development; performance appraisal; team work; employee participation; job definition and compensation & benefits. These results support the previous research findings such as that of Lles, Mabey & Robertson (1990) and Graetner & Nollen (1992). However, for small hospitals in Lucknow six HRM dimensions determine the employee satisfaction.

Future researches need to study and confirm the relationship of human resource management practices and job satisfaction in relation with small hospitals in Lucknow. The investigation of the relationship between human resource management practices and job satisfaction in other organizations is also required to be done. This will provide a clear and broader picture to managers and it will provide leverage to decide that which factors lead to job satisfaction and where they can bring the improvement. The study found that the employees can be satisfied through training & development; performance appraisal; team work and employee participation in small hospitals in Lucknow. Employees are dissatisfied about human resource planning, job definition and compensation & benefits in small hospitals in Lucknow. However, the study shows employees are not satisfied with working environment. It is recommended that small hospitals in Lucknow shall ensure proper working environment for their employees. The results of this study revealed that provision of compensation and social benefits leads to higher employee satisfaction. Five out of eleven indicators of compensation

& social benefits were found to be the explanatory factors having significant effects on employee satisfaction.

It is suggested that the small hospitals should restructure their compensation policy to attain and retain valuable human capitals. Training & Development and Performance Appraisal evaluates employees' job performance both in qualitative and quantitative aspects that cause positive intension toward work and enhance employees' productivity. The study shows that employees are not satisfied with the compensation & benefits system of the small hospitals in Lucknow. Therefore, the study suggests that the small hospitals in Lucknow should develop proper human resource policy and give emphasis on proper human resource management practices to enhance the satisfaction of their employees and developing them into effective human resources.

CHAPTER SUMMARY

In the this chapter, discussion on the major findings of the study and relating back to the initial problem statement, hypothesis and findings of previous researches. Finally the conclusions are drawn.

This chapter provides the limitations and directions for future research. Furthermore, this chapter also describes applied significance and managerial implications of the study for small hospitals in Lucknow. The major limitations supported by the evidences have already been presented in earlier chapters.

7.1 SIGNIFICANCE OF THE STUDY

- This study shows that the employees are expected to show a high level of satisfaction to their job and organizations at all times.
- The present study is unique as it is an attempt to describe the relationship between human resource management practices and employee satisfaction in the context of small hospitals in Lucknow.
- This study is significant because of the insights and contributions it provides for better understand the job satisfaction of employees in small hospital and the factors important for the functioning of the workforce through revealing the antecedents such as gender, age, qualification and experience. Furthermore, this study develops an understanding of the satisfaction process and its relationship with HRM practices and to endorse HRM practices among employees and achieve their organizational goals effectively.
- This study will be relevant to not only small hospitals management but also to all the national and international organizations of government of India for developing policies and programs for addressing employee satisfaction, improve effectively and for the promotion of extensive employee satisfaction for improved work performance and quality of life.

7.2 LIMITATIONS OF STUDY

The main purpose of this study was to examine the relationship between Human Resource Management practices and employee satisfaction of small hospitals in Lucknow and also to explore the impact of Human resource Management practices and employee satisfaction on performance of small hospitals in Lucknow. A few scholars have studied the impact of Human Resource Management practices and employee satisfaction on performance of small hospitals in Lucknow. Very few researchers have addressed the Human Resource Management practices and their outcomes of small hospitals in Lucknow and none of the study describes Human Resource Management practices, their outcomes and impact of Human resource Management Practices on performance of small hospitals in Lucknow. Therefore, this study addressed this gap in the literature in relation to Human Resource Management practices and employee satisfaction. Findings of this study will be helpful to determine which of the Human Resource Management practices are positively related with HR outcomes such as employee satisfaction and employee commitment of small hospitals in Lucknow. Hence, findings of this research will be helpful to managers to examine the success of HR practices which are currently implemented by them and to identify the outcomes of HRM practices. Furthermore, small hospitals can make necessary changes in currently HR practices to minimize the negative impact of HR outcomes. But there are a number of limitations of the study which are enumerated as below:

- It was not possible to gain access to personal information of the employees, as the small hospitals employees & management was unwilling to share such information considering it as an disturbance to both employees' and organization's privacy as well as a barrier in their scheduled work.

- The respondents may have completed the questionnaires during a part of the year that during a demanding season, or during a down time. The time in which the respondents completed the questionnaires may have influenced their responses towards satisfaction and retention.
- The responses to the self-reported questionnaires may have been subject to social desirability, which may have occurred when participants responded to questions the way they thought the researchers wanted them to respond.
- This study has considered few small hospitals for the study which may not be taken as the representative of entire population of small hospitals in Lucknow.
- This study is done with limitations of time, money, and other resources.
- This study evaluation is based on the primary data generated by questionnaire and collected from the employees of small hospitals in Lucknow. Therefore the findings of data reliability depend on the precision of data.

7.3 DIRECTIONS FOR FUTURE RESEARCH

Given the results of this study, it seems that more concentration is compulsory from the top management for a dedicated knowledge management system in each small hospital in Lucknow, it is required to be able to successfully analyze, identify, design, implement, and evaluate the human resource management practices. The following suggestions were made based on the findings of this study to improve the effectiveness of employee satisfaction in small hospitals in Lucknow. Hence, suggestions are provided for hospital managers to look into the HRM practices and impact of HR practices on employee satisfaction. Further research can be conducted to examine the impact of HR practices on hospital performance. Future researches could be done in the following areas:

- To discover the influence of various demographic variables like gender, age, qualification, designation and experience in relation to human resource management practices and employee satisfaction, the researcher suggests longitudinal studies as these kinds of studies can provide a better insight into the effects of these variables on various forms of human resource management practices and employee satisfaction for enhancing effectiveness of the small hospitals in Lucknow.
- A difference was found in the level of employee satisfaction of males and females. Here also additional research on can be done in different working conditions, pattern of employment, advancement within organizations and occupations, and benefits among different genders and occupational groups. These factors may give a valuable insight into the antecedents, correlates and consequences of human resource management practices and employee satisfaction in organization performance in small hospitals in Lucknow.
- The findings of the study may be validated into sectors other than hospitals by investigating the relationship of human resource management practices and employee satisfaction. This kind of investigation would help explain the comparison among the facets of human resource management practices and in developing employee satisfaction in other sectors also.
- Investigation of the role and impact of human resource management practices (HRM) on employee satisfaction and employee retention.

Finally, it is hoped that this study would be beneficial to all stakeholders of the small hospitals in Lucknow, ranging from those involved in professional research manager, doctors and staff as well as the various practitioners in the sector.

7.4 APPLIED SIGNIFICANCE

- The current study tries to further the previous researches that examine the relationship between human resource management practices and employee satisfaction by incorporating the survey design, a diverse sample of small hospital's employees from all over Lucknow, and appropriate statistical techniques in order to strengthen the findings. Thus, this research attempts to be thorough in its methodological design, statistical procedures and theoretical ideas. This study includes both insights and contributions for the small hospitals employees to better understand the satisfaction process in order to develop employees' satisfaction so that they can achieve their organizational goals effectively.
- This study found that majority of hospital employees reported experiencing high or moderate employee satisfaction, mainly caused by the Human resource management practices roles that they play.
- The results of the study also indicate that demographic factors, both personal and organizational factors do have a significant role in understanding the relationship between human resource management practices and employee satisfaction.
- This study has significantly contributed to the scarce literature available on the relationship between human resource management practices and employee satisfaction in the context of small hospitals in Lucknow. The strategic nature of the human resources function requires continuous research. Therefore, there is a strong need in Indian hospitals to continue both qualitative and quantitative research in this sector so that ample empirical data is available for hospitals decision makers to effectively manage the human resources and improve work performance of individuals as well as organizations.

7.5 MANAGERIAL IMPLICATIONS FOR SMALL HOSPITALS

It is vital for an organization to recognize that both individual and organizational level interventions are required to ensure an effective management for achieving stronger employee satisfaction. The following recommendations are made based on the findings:

- Employee support plans, with the necessary access to counseling and therapy should be made available to all employees of hospital. This type of employee service would help to deal with satisfaction related to work, family and strain, which may influence the individual's ability to perform optimally.
- Small hospital's management should share all information openly and accurately with employees and provide explanation of managerial decisions that affect employee welfare, their future and other employee related issues.
- As shown in the findings of this research, female field-based workers and hospital's young employees suffer from human resource management practices the most. Hospital management should carefully design the tasks related to female and field based employees and remove the role ambiguities from their jobs. The roles and responsibilities should be assigned keeping in view the socio-cultural environment of the area.
- Provide a more supportive work environment to help perform the jobs effectively. Field based employees should be supported by establishing effective communication links and enhanced field operational support.
- Ensure clarity in the roles and responsibilities of the employees, which in turn will help in coping with the occupational role stress and reducing intentions of switching reducing hospital's turnover. Provide a reasonably comfortable work environment to all employees.

CHAPTER SUMMARY

In this chapter, the limitations & suggestion was discussed for the future research, recommendations of the study, suggestion for the future research, applied significance of the study and managerial implications for small hospitals are discussed.

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APPENDIX A

QUESTIONNAIRE

Dear Respondent,

I request you to fill up the questionnaire, which is a part of my Ph.D. Dissertation. The information required is purely for the research purpose and your individual responses will be kept completely confidential. This questionnaire is designed to facilitate a study on small hospitals in Lucknow. You have been identified as one of the resourceful person and as such you are kindly requested to spare some of your valuable time and respond to the questions/statements as frankly and honestly as possible. Thank you for your participation.

Laxmi Rajak
Research Scholar
School for Management Studies,
Department of Rural Management,
BBAU (Central University) Lucknow

SECTION 1: BACKGROUND CHARACTERISTICS

Name of the Hospital.....

Address.....Mobile no.....

Name..... Designation.....

Age.....Sex.....

Qualification.....Years of Practice/ Experience.....

Establishment & Size:

	Beds strength	Intensive care unit	OTS
At the time of Establishment			
At Present			

SECTION 2: HUMAN RESOURCE MANAGEMENT PRACTICES

Please respond to the following questions on your Human Resources Management Practices to the organization. Use the scale provide below each statement to reflect your view. On the five point scale ranging from strongly disagree (SD)=1, Disagree (D)=2, Neutral (N)=3, Agree (A)=4, and strongly agree (SA)=5. Please tick most suitable option, as it applies to you for each question.

HUMAN RESOURCE MANAGEMENT PRACTICES		SD	D	N	A	SA
Training						
1	Our organization conducts extensive training programs for its employees in all aspects of quality.					
2	Employees in each job will normally go through training programs every year.					
3	Training needs are identified through a formal performance appraisal mechanism.					
4	There are formal training programs to teach new employees the skills they need to perform their jobs.					
5	Training needs identified are realistic, useful and based on the business strategy of the organization.					
6	To what extent employees of your hospital are helped by your training program.					
Performance Appraisal						
1	Performance of the employees is measured on the basis of specific quantifiable results.					
2	Appraisal system in our organization is growth and development oriented.					
3	Employees are provided performance based feedback and counseling.					
4	Employees have faith in the performance appraisal system.					
5	Appraisal system has a strong influence on individual and team behavior.					
6	How much satisfied the employees of your hospital with your performance appraisal methods.					
Team Work						
1	During problem solving sessions, your firm makes an effort to get all team members' opinions and ideas before making a decision.					
2	Your firm forms teams to solve problems and in the past 3 years many problems have been solved through small group sessions.					

3	Problem solving teams have helped in improving manufacturing processes at your firm.					
4	Employee teams are encouraged to solve their problems as much as possible at your firm.					
5	New knowledge and skills are imparted to employees periodically to work in teams.					
6	To what extent employees of your hospitals are working in a team.					
Employee Participation						
1	Employees in this organization are allowed to make decisions, related to cost and quality matters.					
2	Employees in this organization are asked by their superiors to participate in operations related decisions.					
3	Employees are provided opportunity to suggest improvements in the way things are done here.					
4	Employees' suggestions for organization's improvement are always welcomed.					
5	Employees are encouraged to participate in problem solving matters.					
6	To what extent employees of your hospital are participating in hospital medical activities.					
Job Definition						
1	The duties of every job are clearly defined in our organization.					
2	Each job in our organization has an up to date job description.					
3	The job description for each job contains all the duties performed by individual employee.					
4	The actual job duties are shaped more by the employee than by the formal job description.					
5	Each employee is clear about his duties and responsibilities.					
6	How smartly job is defined to each and every employees of your hospital.					
Compensation						
1	Job performance is an important factor in determining the incentive compensation of employees.					
2	In our organization, salary and other benefits are comparable to the market.					
3	In our organization, compensation is decided on the basis of competence and ability of the employee.					

4	The compensation for all employees is directly linked to his/her performance.					
5	In our organization, profit sharing is used as a mechanism to reward higher performance.					
6	How much satisfied the employees of your hospital with your compensation program.					

SECTION 3: JOB SATISFACTION

Please respond to the following questions on your Job Satisfaction to the organization. Use the scale provide below each statement to reflect your view. On the five point scale ranging from strongly disagree (SD)=1, Disagree (D)=2, Neutral (N)=3, Agree (A)=4, and strongly agree (SA)=5. Please tick most suitable option, as it applies to you for each question.

JOB SATISFACTION		SD	D	N	A	SA
1	I feel I am being paid a fair amount for the work I do.					
2	There is really too little chance for promotion on my job.					
3	My supervisor is quite competent in doing his/her job.					
4	I am not satisfied with the benefits I receive.					
5	When I do a good job, I receive the recognition for it that I should receive.					
6	Many of our rules and procedures make doing a good job difficult.					
7	I like the people I work with.					
8	I sometimes feel my job is meaningless.					
9	Communication seems good within this organization.					
10	Those who do well on the job stand a fair chance of being promoted.					
11	My supervisor is unfair to me.					
12	The benefits we receive are as good as most other organizations offer.					
13	I do not feel that the work I do is appreciated.					
14	My efforts to do a good job are seldom blocked by red tape.					
15	I find I have to work harder at my job because of the incompetency of people I work with.					
16	I like doing the things I do at work.					
17	The goals of this organization are not clear to me.					
18	I feel unappreciated by the organization when I think about what they pay me.					

19	People get ahead as fast here as they do in other places.					
20	My supervisor shows too little interest in the feelings of subordinates.					
21	The benefit package we have is equitable.					
22	There are few rewards for those who work here.					
23	I have too much to do at work.					
24	I enjoy with my coworkers.					
25	I often feel that I do not know what is going on in the organization.					
26	I feel a sense of pride in doing my job.					
27	I feel satisfied with my chances for salary increments.					
28	There are benefits we do not have which we should have.					
29	I like my supervisor.					
30	I have too much paperwork.					
31	I don't feel my efforts are rewarded the way they should be.					
32	I am satisfied with my chances for promotion.					
33	There is too much bickering and fighting at work.					
34	My job is enjoyable.					
35	Work assignments are not fully explained.					
36	How much satisfied the employees of your hospital with current job position and job responsibilities.					

Thank you, for your feedback. We sincerely appreciate your honest opinion and will take your input into consideration.