

Dissertation

On

**The role of Human Resource Management practices and Employee job satisfaction  
in predicting institutional commitment in Hayat Superspeciality Hospital .**

by

Swarnav Borgohain

PG/22/132

Under the guidance of

Dr. Sumant Swain

PGDM (Hospital and Health Management)

2022-24



**International Institute of Health Management Research**

**New Delhi**

Annexure F

**FEEDBACK FORM**

Name of the Student: *Swarnov Borgehair*

Name of the Organization in Which Dissertation Has Been Completed: *Haya Hospital, Guwahati*

Area of Dissertation: *HR*

Attendance: *100*

Objectives achieved: *Yes*

Deliverables: *Yes*

Strengths: *Hardworking*

Suggestions for Improvement:

Suggestions for Institute (course curriculum, industry interaction, placement,

Signature of the Officer-in-Charge/ Organisation Mentor *Sar*

Date: *15/06/2024*

Place: *GUWAHATI*

(Completion of Dissertation from respective organization)

The certificate is awarded to

Name *Swarner Bongohain*

in recognition of having successfully completed his/her Internship in the department

Title *The role of Human Resource Management practices and employee job satisfaction in predicting institutional commitment in Hayat Super Speciality Hospital*

and has successfully completed his/her Project on

**The role of Human Resource Management practices and employee job satisfaction in predicting institutional commitment in Hayat Super Speciality Hospital**

Date *21<sup>st</sup> March - 25<sup>th</sup> June*

Organisation *Hayat Super Speciality Hospital*

He/ She comes across as a committed, sincere & diligent person who has a strong passion for learning.

We wish him/her all the best for future endeavors.

Training & Development

*Sa*  
Zonal Head-Human Resources

**Certificate from Dissertation Advisory Committee**

This is to certify that **Mr./Ms./Dr. Swarnav Borgohain**, a graduate student of the **(Hospital & Health Management)** has worked under our guidance and supervision submitting this dissertation titled “**THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE JOB SATISFACTION IN PREDICTING INSTITUTIONAL COMMITMENT IN HAYAT SUPER SPECIALITY HOSPITAL**” at “**HAYAT SPECIALITY HOSPITAL**” in partial fulfillment of the requirements for the award of **PGDM (Hospital & Health Management)**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

Institute Mentor Name,  
Designation,

Organization

SAM FA  
Organization Mentor  
Designation, Director

Organization Hospital

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that Swarnav Borgohain student of PGDM (Hospital & Health Management) from International Institute of Health Management Research, New Delhi has undergone internship training at Hayat Superspeciality Hospital from 21/03/24 to 21/06/24.

The Candidate has successfully carried out the study designated to him during internship training and his/her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish him all success in all his/her future endeavors.

Dr. Sumesh Kumar  
Associate Dean, Academic and Student Affairs  
IIHMR, New Delhi

Mentor  
IIHMR, New Delhi

## Certificate of Approval

The following dissertation titled "The role of human resource Management practices and  
"Havel Symbiodiversity Hospital" " is hereby approved as a certified study in management ca  
and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the  
**PGDM (Hospital & Health Management)** for which it has been submitted. It is understood  
this approval the undersigned do not necessarily endorse or approve any statement made  
expressed, or conclusion drawn therein but approve the dissertation only for the purp  
submitted.

Dissertation Examination Committee for evaluation of dissertation.

**Name**

Dr. Puneet Chahal  
Dr. Sumant Swain  
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**Signature**

\_\_\_\_\_  
20/06/24 SKS  
\_\_\_\_\_

**INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH,  
NEW DELHI**

**CERTIFICATE BY SCHOLAR**

This is to certify that the dissertation titled **The Role of Human Resource Management Practices and Employee job satisfaction in predicting institutional commitment in Hayat Superspeciality Hospital** and submitted by **Swarnav Borgohain** Enrollment No. **PG/22/132** under the supervision of **Dr Sumant Swain** for award of PGDM (Hospital & Health Management) of the Institute carried out during the period from **21<sup>st</sup> March** to **21<sup>st</sup> June 2024** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Signature



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## CERTIFICATE ON PLAGIARISM CHECK

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Title of the Dissertation/Summer Assignment	THE ROLE OF HUMAN RESOURCE MANGEMENT PRACTICES AND AND EMPLOYEE JOB SATISFACTION IN PREDICTING INSTITUTIONAL COMMITMENT IN HAYAT SUPERSPECIALITY HOSPITAL		
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Dean (Academics and Student Affairs)

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## **Acknowledgement**

I'd like to take this opportunity to thank everyone who supported me throughout this training. I consider myself fortunate for having been provided with an opportunity to undergo my Dissertation at Hayat Super Speciality Hospitals , Guwahati .

In this institute I have had the privilege to get to know many people who generously shared their experiences and knowledge with me

I Express my heartfelt appreciation to my mentor Dr Sumant Swain for his constant guidance and education throughout the internship

I'd like to Offer my heartfelt gratitude. towards my organizational guide Ms Sam Fahmida, Dy. Manager-HR and Mr Partha Pratim Kalita who helped me immensely throughout the tenure of my Dissertation. They inspired me greatly to work on this project with her valuable guidance , support , encouragement and advice.

I would also like to thank my parents and friends for their constant support.

Swarnav Borgohain

(PG/22/132)

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## **Introduction**

### **PART A: COMPANY PROFILE**

Hayat Superspeciality Hospital – Your Gateway for Wellness

One of the Best Private Hospital In Guwahati

Hayat Hospital is a 200+ bedded , superspeciality hospital located at LalGanesh, Guwahati. It is one of the best private hospital in Guwahati and offers a unique private healthcare experience. Hayat Hospital has an experienced team of doctors and nurses who are dedicated to providing a 100% success rate for every patient. With cutting edge technology and advanced medical procedures, Hayat Hospital provides its patients with the best possible care. Hayat Hospital also emphasizes building relationships with its patients by providing quality services and personalized care. Hayat Hospital has established itself as the region's best-known brand in private healthcare, synonymous with best-in-class patient experience and outcomes.

**One of the Best Private Hospital in Guwahati**

**The Best Multi speciality Private Hospital in Guwahati**

Leveraging its track record for medical excellence, Hayat Hospital , one of the best private hospitals in Guwahati is committed to making a difference in people's lives through excellent patient care, steadily expanding its reach in markets where demand for quality care is strong and growing. Hayat Hospital is a one stop destination for all your healthcare needs. It is equipped of the most advanced diagnostic tools and technologies sourced from around the world. The hospital has an experienced team of lab technicians who are capable of conducting 100% accurate test results. With its state of the earth technologies and best lab tests, Hayat Hospital ensures that you get the best treatment and care.

**WHY HAYAT SUPER SPECIALITY HOSPITAL?**

Hayat Hospital adheres to national and international standards for healthcare. Hayat Hospital is Entry Level **NABH (National Accreditation Board for Hospital & Healthcare Providers)**

accredited and **NABL (National Accreditation Board for Testing and Calibration Laboratories)** accredited .

- Established in 2010 with 105 beds and has now expanded to 200 beds.
- All super speciality departments are housed under one roof .
- Our hospital is a PG Medical Institute under the Ministry of Health of the Government of India, with DNBs in General Medicine, Anesthesia, and Radiology.
- We also have a nursing college with 120 seats in Guwahati's 9<sup>th</sup> Mile, and Para-medical courses will begin in the coming session.
- Hayat Super Speciality Hospital in Guwahati has joined hands with 80 corporate centers to provide well-being and healthcare services to their employees. This includes both the federal and state governments, as well as several private sector corporation.
- The hospital has impaneled with over 40 TPAs, as health insurance partners.

#### **OUR INFRASTRUTURE:**

- Hayat Hospital, One of the Best Hospital in Guwahati has a well maintained hospital infrastructure that ensures quality service to the patients. The hospital has 100 plus beds, best in class lab facilities & OT's, 24X7 pharmacy, 24X7 Emergency Critical Care Services, Pathology, Radiology and other diagnostic services. All hospital beds (ICU and non ICU) have centralized oxygen and vacuum points. Moreover, stringent security precautions are also taken to ensure the safety of the patients. Our lab is equipped with the latest technology in order to provide accurate diagnosis and treatment. We also have a range of services available in order to provide the best possible care for all our patients.

#### **OUR MANAGEMENT:**

- Hayat Hospital management is committed to providing the best care and facilities for the patients admitted to our hospital. Hayat Hospital, one of the Best Private Hospitals in Guwahati strives to ensure that our patients receive the highest quality of medical treatment and services. We have a team of experienced and qualified doctors, nurses and technicians who are dedicated to providing excellent patient care. Our lab is equipped with the latest technology in order to provide accurate diagnosis and treatment. We also patients.

## **BOARD OF DIRECTORS:**

RAJIB SAIKIA

DIRECTOR

SHAREEN ZIA RAHMAN

DIRECTOR

SAJIDA BEGUM

DIRECTOR

## **MISSION AND VISION:**

### **OUR MISSION**

- Compassionate medical professionals are key to ensuring that everyone has access to quality healthcare at an affordable cost by providing personalized attention, d and support, our medical professionals can help make sure that everyone has access to quality healthcare services at a price they can afford.

### **OUR VISION**

- Quality healthcare is a right that every individual should be entitled to. To ensure that everyone has access to quality healthcare, it is necessary for Hayat Super speciality Hospital to develop a benchmark in order to measure and evaluate the quality of care being provided by our medical professionals.

## **DEPARTMENTS:**

- Cardiology
- Cardiothoracic and  
Vascular Surgery

- Clinical Laboratory
- Dermatology
- Dentistry &  
Facio Maxillary Surgery
- Diabetology
- Emergency Medicine &  
Critical Care
- Endocrine and  
Breast Surgery
- ENT, Head &  
Neck Surgery
- Food & nutrition
- Gastroenterology
- General &  
Laparoscopic Surgery
- Hemato Oncology
- Internal Medicine
- Nephrology

- Neuro Surgery
- Neurology
- Oncology &  
Onco Surgery
- Orthopedics and  
Joint Replacement
- Neuro Psychiatry
- Obstetrics & Gynecology
- Ophthalmology
- Pediatrics
- Physiotherapy
- Pulmonary Medicine
- Radiology & Imaging
- Urology





## **Abstract**

**Purpose** –The purpose of this study was to investigate the role of human resource management and employee job satisfaction in predicting organizational commitment in Hayat Super Speciality Hospital.

**Design/methodology/approach** – For the purpose of this study, quantitative survey research was employed. The independent variables are human resource management and employee job satisfaction, while the dependent variable is organizational commitment.

**Findings** – Human resource management correlated positively with employee job satisfaction and organizational commitment. On the other hand, employee job satisfaction was found to be positively correlated with organizational commitment. The two independent variables made significant individual contributions to the prediction of organizational commitment.

**Research limitations/implications** – This study has some limitations. First, convenient sampling method was used to recruit the participants. Therefore, the findings of the study have limited generalizability in other regions and age groups. Second, as a cross-sectional study, there has to be caution in making any generalization of the results. Future researchers should get more respondents from wider geographical location, that is from different bans, private and public. Furthermore, self-report questionnaires were used to collect data from respondents. It is recommended that future researchers use different methods such as personal interview or telephone interview to collect data. This may help get reliable data after clarifying and removing what may be ambiguous.

**Practical implications** – The results of this study have corroborated with previous research and confirmed correlations between and among human resource management (HRM), employee job satisfaction and organizational commitment in Hayat Super Speciality Hospital. These findings have practical implications. Having high levels of job satisfaction among employees will prevent low levels of turnover rate, increase communication and levels of productivity and increase organizational commitment. HRM practices, on the other hand, help in career development opportunities and hence provide better job opportunities. This study can recommend that to

ensure high levels of job satisfaction among employees and enhanced organizational commitment, organizations, should emphasize more on HRM practices.

Originality/value – This study could contribute to the literature on HRM, job satisfaction and organizational commitment in the Saudi Arabian banking sector. There is a rapid growth in the banking sector in Saudi Arabia. Therefore, there is an urge for recruiting efficient and experienced human resources . This study will contribute to the development of the Saudi Arabian banking sector, which may lead to maintain this sector work effectively that will have a positively impact on the economy of the Saudi society. It also will highlight the nature and importance of the HRM practices for the benefit of the banking sector. Keywords Human resource management practices, Employee job satisfaction, Organizational commitment, Saudi Arabian banking sector Paper type Research paper

## **PART B: PROJECT REPORT**

### **THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE JOB SATISFACTION IN PREDICTING INSTITUTIONAL COMMITMENT IN HAYAT SUPER SPECILAITY HOSPITAL .**

The success of various businesses, public or private, such as banks, is heavily reliant on the performance of their human resources, which prioritize employees' skills. Human resource management strategies are regarded as a means of increasing employee job satisfaction. Job satisfaction can be defined as an individual's affective orientation toward the work positions that he or she is now occupying, which is related to that individual's conduct in the workplace. There are two major approaches to human resource management (HRM): one focuses on the organization's concern for the relationship between HRM and performance, while the other criticizes HRM itself.

Human Resource Management (HRM) plays an important role in workers' concerns, which is essential for maintaining a productive , motivated and satisfied workforce. The rationale is

deeply rooted in the desire to create a productive, legally compliant and positive work environment that benefits both employees and the organization as a whole. By focusing on employee satisfaction, productivity, workplace culture, legal compliance, organizational development and employee empowerment HRM helps to build a stronger, more resilient company. Human resource management (HRM) is the focal point of every organization. HRM functions in the organization strive to assist the organization in achieving its many objectives, such as business development, infrastructure changes, business process improvement, knowledge expansion, and innovation promotion. Since the inception of corporate human resources, HRM strategies have focused on personnel acquisition, development, and motivation as a means of achieving long-term performance. These strategies have a significant impact on employee satisfaction. Employee satisfaction is a broad phrase used in the human resources business to express how satisfied individuals are with their jobs, employment experience, and the organizations for which they work.

Employee satisfaction is an important indicator that can assist assess an organization's overall health, which is why many firms conduct frequent surveys to measure employee satisfaction and track satisfaction patterns over time. A high satisfaction rating shows that employees are pleased with how their employer treats them. Employee Satisfaction, Employee Motivation, Employee Trust, Employee Commitment, and Employee Loyalty are considered indications of effective HRM outcomes. As a result, the organization must be capable of maintaining a culture and atmosphere that allows people to remain satisfied, motivated, and devoted. HR practices are crucial in delivering effective training to employees, increasing their motivation through engaging reward systems, and reinforcing the enrollment and determination process.

## **Aim**

The role of human resource management practices and employee job satisfaction in predicting institutional commitment in Hayat Super Speciality Hospital.

## **Objectives**

### **General Objective**

The study aims to examine how human resource management and employee job satisfaction predict institutional commitment in Hayat Super Specialty Hospital.

### **Secondary Objectives**

- To understand the human resource management practices in a hospital.
- To evaluate the job satisfaction level in a hospital.
- To understand the institutional commitment in align with HR practices.
- To suggest strategy for better HRH practices

## **Literature review**

- The success of different organizations, public or private, such as banks, depend largely on the performance of their human resources (Uma et al., 2017), which emphasize employees' skills (Ong and Koh, 2018; Ong et al., 2019).
- HRM practices are considered to be a method of encouraging employees' satisfaction with their jobs (Mohammed et al., 2019). Job satisfaction can be defined as an individual's affective orientation toward work roles that he/she is presently occupying, and it is linked to that individual's behavior in the workplace (Devananda and Onahring, 2019).

## Methodology

- Study Design: This population-based cross-sectional study and followed by a mixed-method approach.
- Study Area: Hayat Super Speciality Hospital
- Study Population: Management and employees in the Hospital
- Sample Size: 100 employees of the hospital for quantitative data and five management staffs for IDI in a qualitative data collection.
- Study Period: The study was conducted from March to June 2024
- Sampling Technique: Purposive sampling technique used to cover the sample size.

### Study Tools:

- *Quantitative Survey*
- A employee survey conducted to collect information on HRH practices, concerns, issues and other information.
- *Qualitative Interviews*
- IDI checklists developed for this study to explore institutions aspirations and wellbeing of the employees.

**Data Analysis:** The data was analyzed with the Statistical Software Statistical Package for the Social Sciences (SPSS).

**Data Integration:** Quantitative and qualitative findings triangulated to give a broader and more sophisticated knowledge of the research questions.

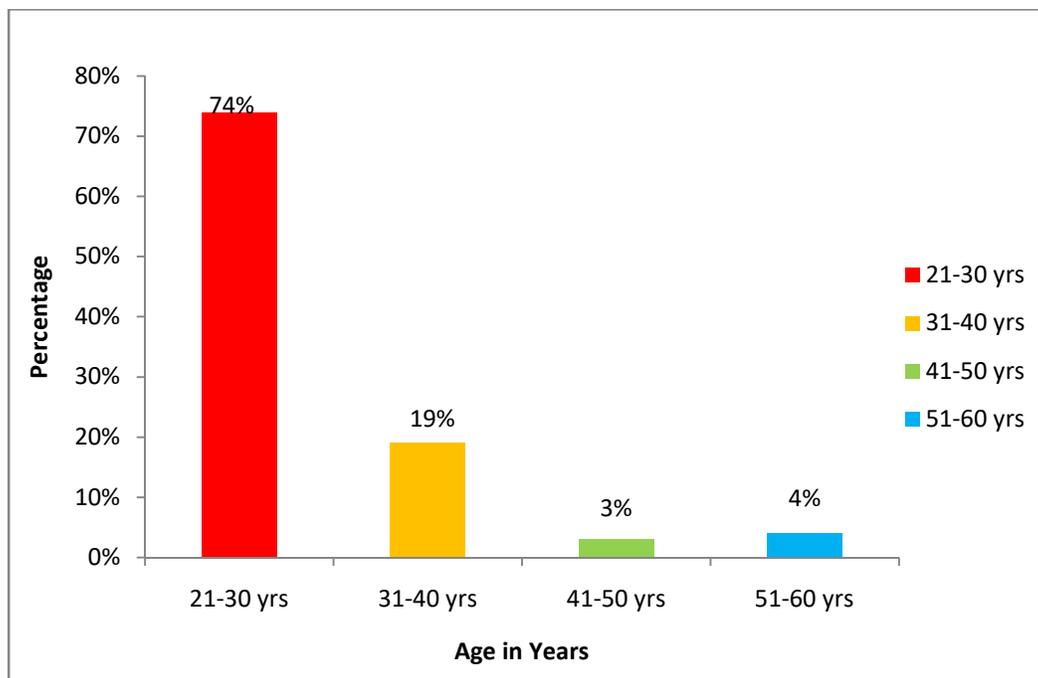
-

## Results

**Table no- 01 FREQUENCY & PERCENTAGE DISTRIBUTION OF RESPONDENTS BY AGE GROUP**

Sl no	Age group in years	Frequency	Percentage
1)	21-30 yrs	74	74 %
2)	31-40 yrs	19	19%
3)	41-50 yrs	3	3%
4)	51-60 yrs	4	4%
Total		100	100 %

**Chart no- 01**



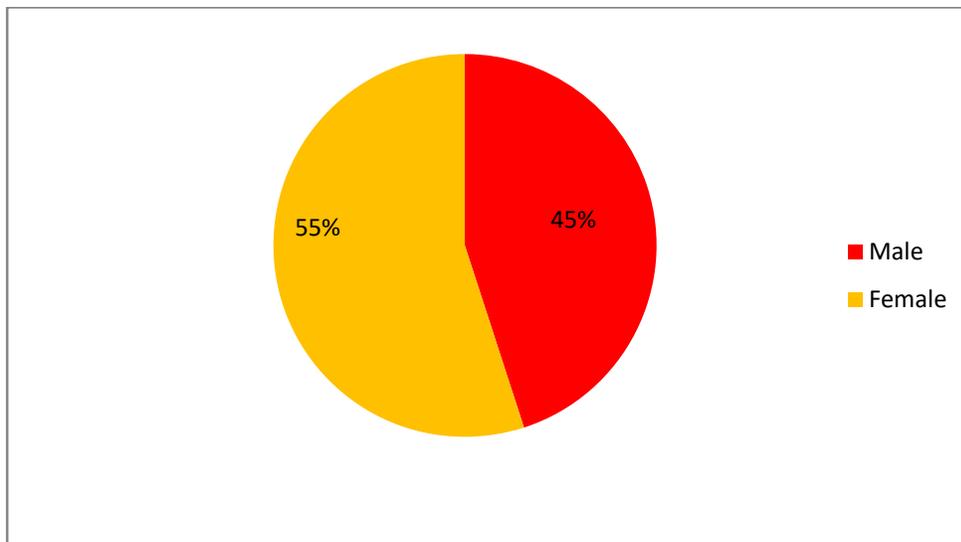
**Interpretation:** It was discovered that the bulk of respondents (74%) were between the ages of 21 and 30 years old, 19 (19%) were between the ages of 31 and 40, 3 (3%) were between the ages of 41 and 50, and 4 (4%) were between the ages of 51 and 60.

**Table no- 02**

**FREQUENCY & PERCENTAGE DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR GENDER**

<b>SI no</b>	<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
<b>1)</b>	<b>Male</b>	<b>45</b>	<b>45%</b>
<b>2)</b>	<b>Female</b>	<b>55</b>	<b>55%</b>
<b>Total</b>		<b>100</b>	<b>100 %</b>

**Chart no- 02**



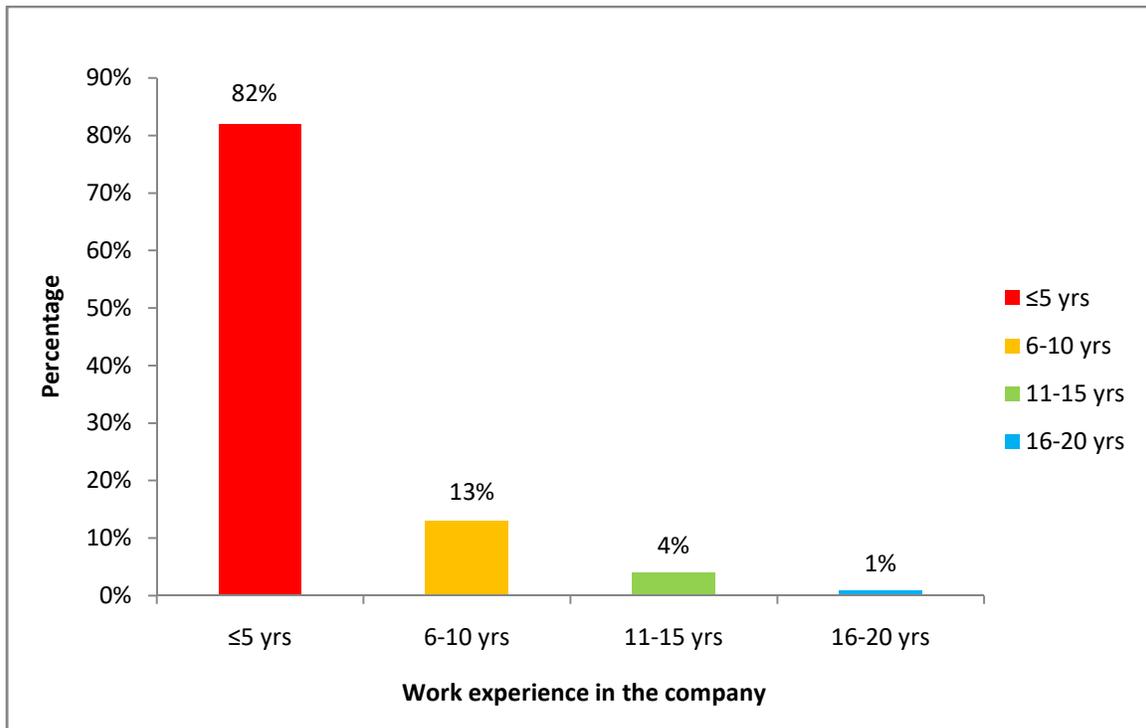
**Interpretation:** The majority of respondents, 55 (55%), were female, while 45 (45%) were male.

**Table no- 03**

**FREQUENCY & PERCENTAGE DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR WORK EXPERIENCE IN COMPANY**

<b>Sl no</b>	<b>Work experience in company</b>	<b>Frequency</b>	<b>Percentage</b>
<b>1)</b>	<b>≤5 yrs</b>	<b>82</b>	<b>82 %</b>
<b>2)</b>	<b>6-10 yrs</b>	<b>13</b>	<b>13%</b>
<b>3)</b>	<b>11-15 yrs</b>	<b>4</b>	<b>4%</b>
<b>4)</b>	<b>16-20 yrs</b>	<b>1</b>	<b>1%</b>
<b>Total</b>		<b>100</b>	<b>100 %</b>

**Chart no-03**



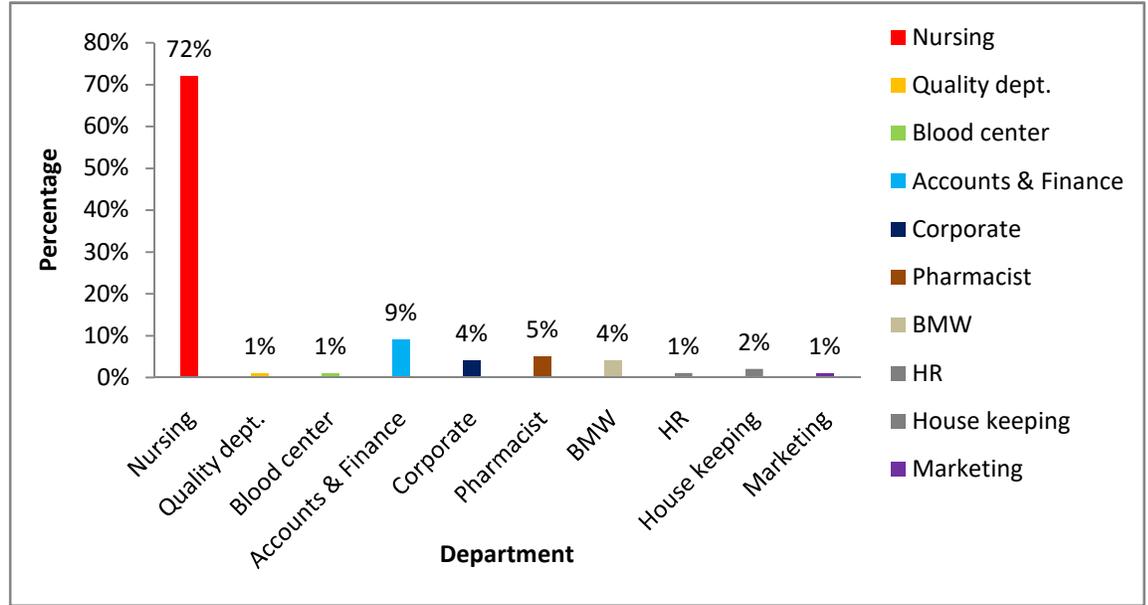
**Interpretation:** Showed that majority of the respondents work experience in the company i.e. 82(82%) were ≤ 5year, 13(13%) were 6-10 year, 4(4%) were 11-15 year, 1(1%) were 16-20 year.

**Table no- 04**

**FREQUENCY & PERCENTAGE DISTRIBUTION OF RESPONDENTS  
ACCORDING TO THEIR DEPARTMENT**

<b>Sl no</b>	<b>Work experience in company</b>	<b>Frequency</b>	<b>Percentage</b>
<b>1)</b>	<b>Nursing</b>	<b>72</b>	<b>72%</b>
<b>2)</b>	<b>Quality dept.</b>	<b>1</b>	<b>1%</b>
<b>3)</b>	<b>Blood center</b>	<b>1</b>	<b>1%</b>
<b>4)</b>	<b>Accounts &amp; Finance</b>	<b>9</b>	<b>9%</b>
<b>5)</b>	<b>Corporate</b>	<b>4</b>	<b>4%</b>
<b>6)</b>	<b>Pharmacy</b>	<b>5</b>	<b>5%</b>
<b>7)</b>	<b>BMW</b>	<b>4</b>	<b>4%</b>
<b>8)</b>	<b>HR</b>	<b>1</b>	<b>1%</b>
<b>9)</b>	<b>House keeping</b>	<b>2</b>	<b>2%</b>
<b>10)</b>	<b>Marketing</b>	<b>1</b>	<b>1%</b>
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart no-04**



**Interpretation:** Showed that the majority of respondents i.e. 72(72%) were nursing, 1(1%) were quality department, 1(1%) were blood center, 9(9%) were accounts & finance, 4(4%) were corporate, 5(5%) were pharmacist, 4(4%) were BMW, 1(1%) were HR, 2(2%) were housekeeping, 1(1%) were marketing.

**SECTION –B**

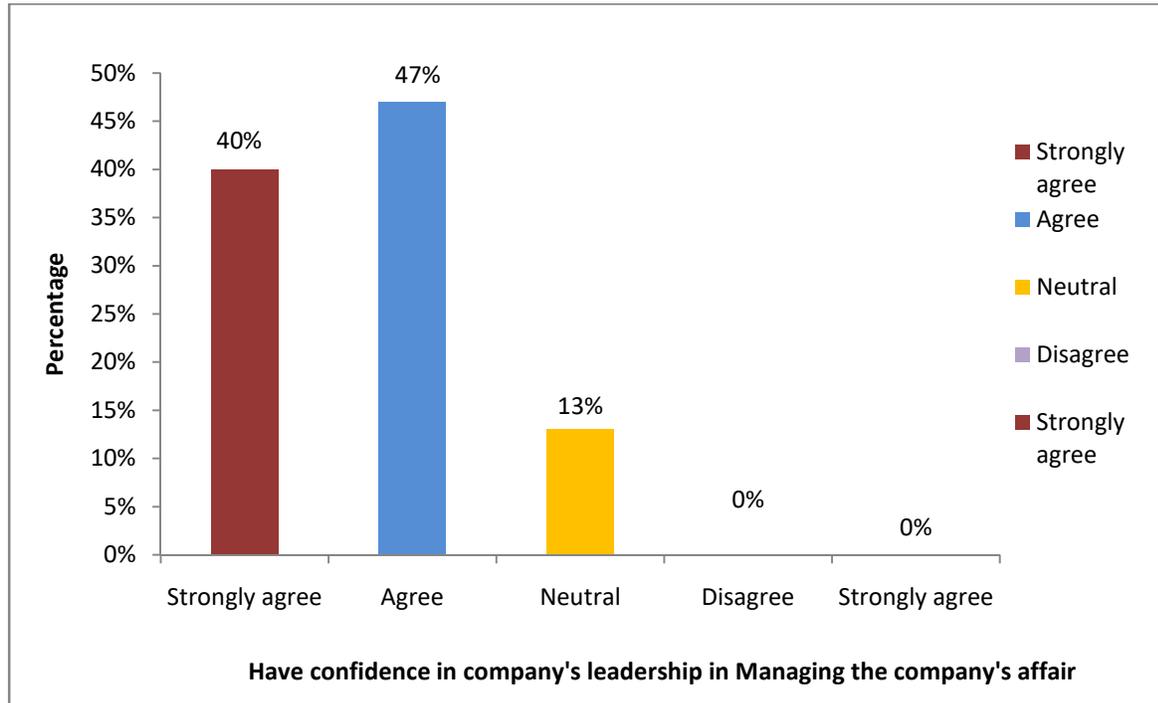
**Table no- 05**

**HAVE CONFIDENCE IN COMPANY’S LEADERSHIP IN MANAGING THE COMPANY’S AFFAIR**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	40	40%
2)	Agree	47	47%
3)	Neutral	13	13%
4)	Disagree	0	0%

5)	<b>Strongly Disagree</b>	<b>0</b>	<b>0%</b>
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 05**



**Interpretation:** Showed that majority of the respondents have confidence in company's leadership in Managing the company's affair

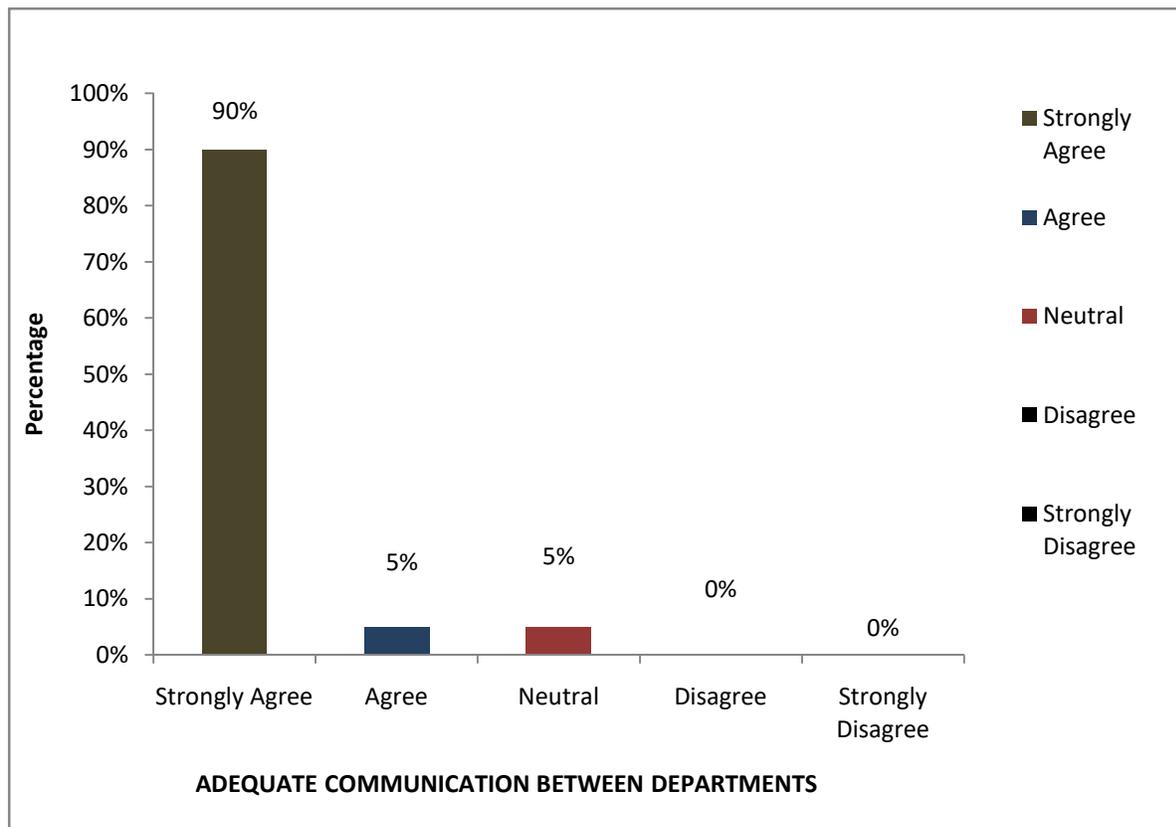
**Table no- 06**

**ADEQUATE COMMUNICATION BETWEEN DEPARTMENTS**

Sl no	Nature	Frequency	Percentage
1)	<b>Strongly Agree</b>	<b>90</b>	<b>90%</b>
2)	<b>Agree</b>	<b>5</b>	<b>5%</b>
3)	<b>Neutral</b>	<b>5</b>	<b>5%</b>

4)	<b>Disagree</b>	<b>0</b>	<b>0%</b>
5)	<b>Strongly Disagree</b>	<b>0</b>	<b>0%</b>
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 06**



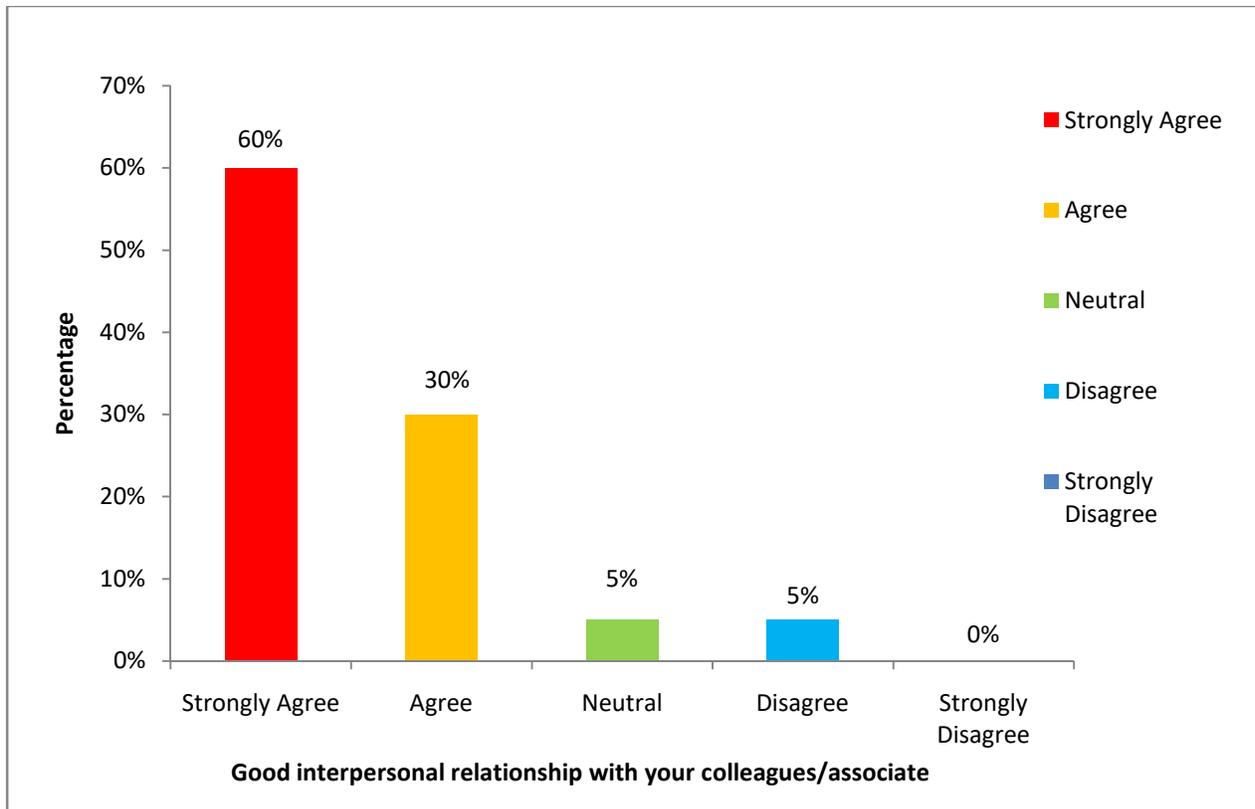
**Interpretation:** Showed that majority of the respondents agree to have adequate communication between departments.

**Table no- 07**

**GOOD INTERPERSONAL RELATIONSHIP WITH YOUR COLLEAGUES**

<b>Sl no</b>	<b>Nature</b>	<b>Frequency</b>	<b>Percentage</b>
<b>1)</b>	<b>Strongly Agree</b>	<b>60</b>	<b>60%</b>
<b>2)</b>	<b>Agree</b>	<b>30</b>	<b>30%</b>
<b>3)</b>	<b>Neutral</b>	<b>5</b>	<b>5%</b>
<b>4)</b>	<b>Disagree</b>	<b>5</b>	<b>5%</b>
<b>5)</b>	<b>Strongly Disagree</b>	<b>0</b>	<b>0%</b>
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 07**



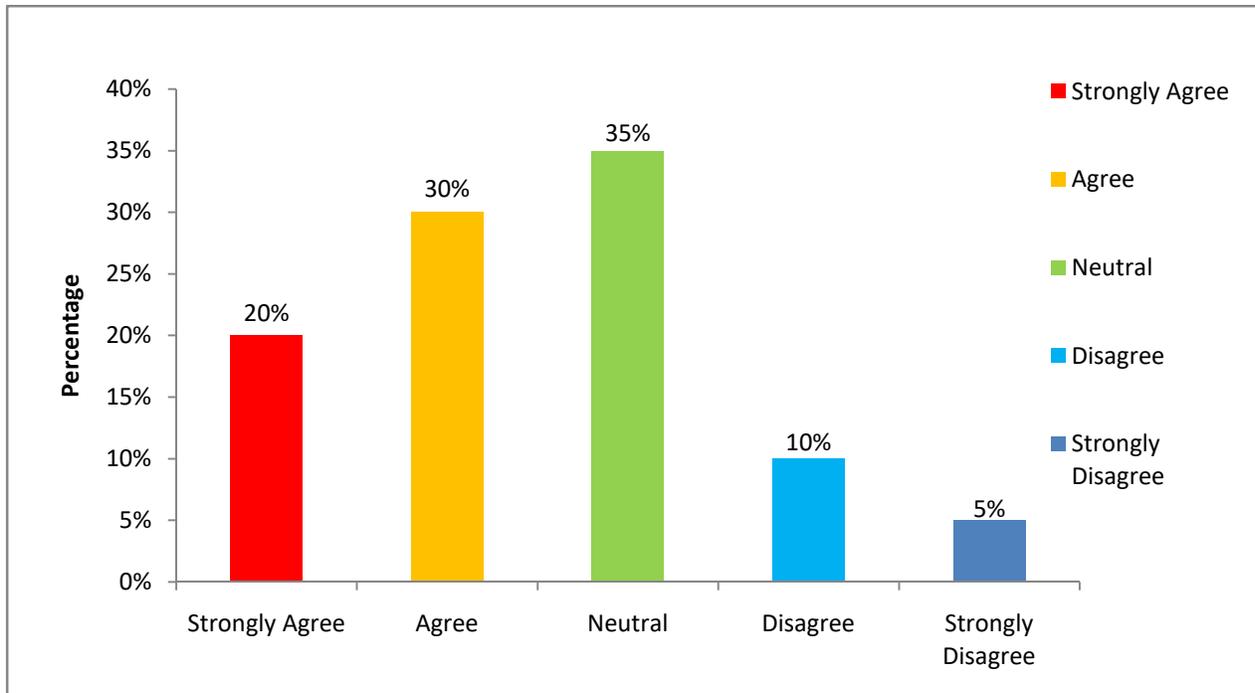
**Interpretation:** Showed that the majority of respondents have good interpersonal relationship with their colleagues/ associate while 5% disagree.

**Table no- 08**

**HAVE OPPORTUNITIES TO LEARN AND GROW**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	20	20%
2)	Agree	30	30%
3)	Neutral	35	35%
4)	Disagree	10	10%
5)	Strongly Disagree	5	5%
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 08**



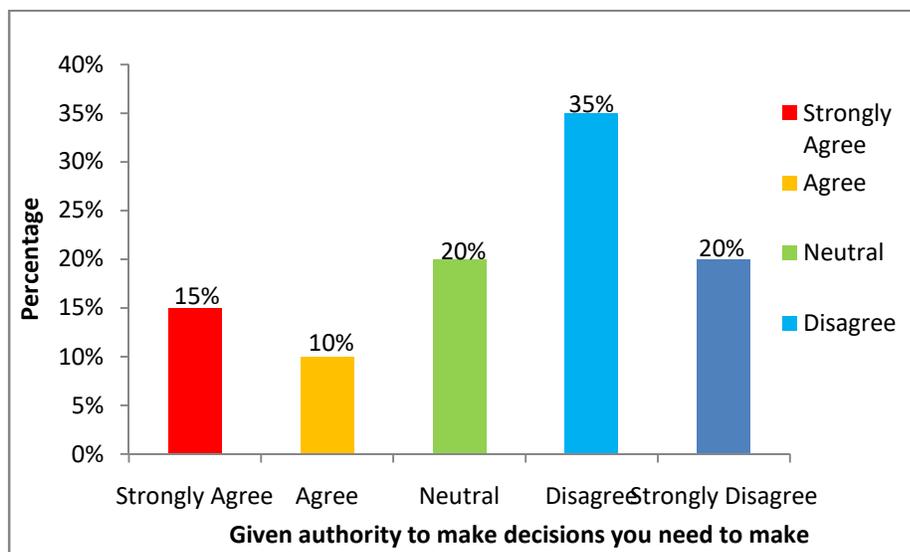
**Interpretation:** Showed that 20% strongly agree , 30% agree and 35% are neutral and 15% disagree to have opportunities to learn and grow

**Table no- 09**

**GIVEN ENOUGH AUTHORITY TO MAKE DECISION**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	15	15%
2)	Agree	10	10%
3)	Neutral	20	20%
4)	Disagree	35	35%
5)	Strongly Disagree	20	20%
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 09**



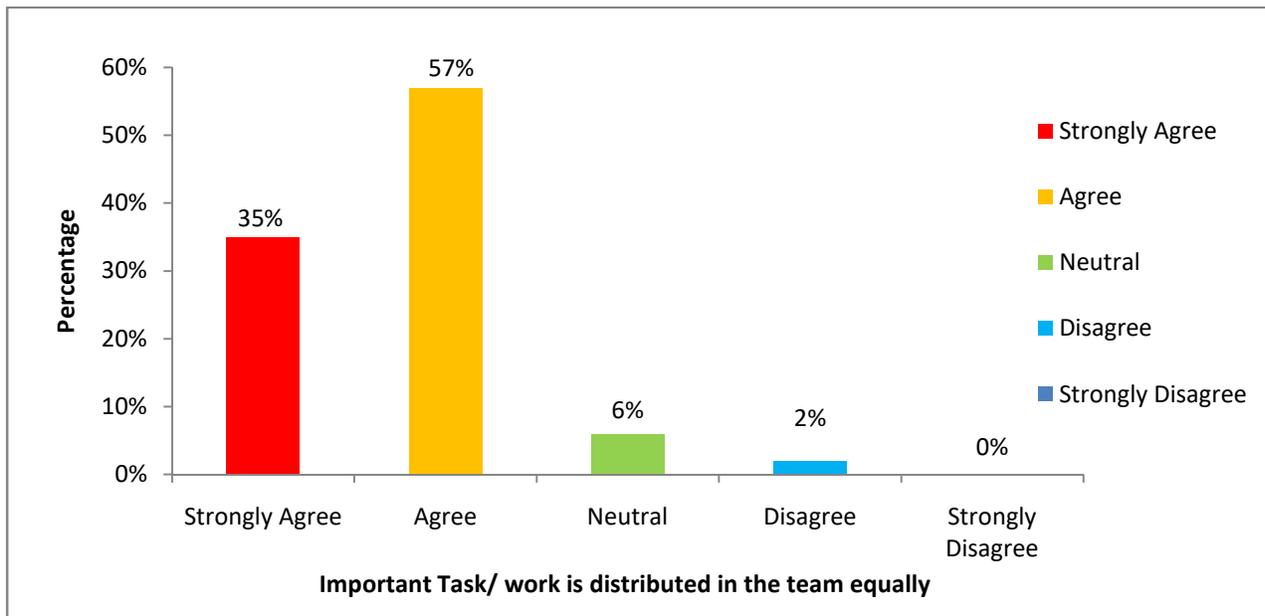
**Interpretation:** Showed that 15% strongly agree , 10% agree and 20% are neutral and 35% disagree , 20% strongly disagree to have opportunities to learn and grow

**Table no- 10**

**GIVEN ENOUGH AUTHORITY TO MAKE DECISION**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	35	35%
2)	Agree	57	57%
3)	Neutral	6	6%
4)	Disagree	2	2%
5)	Strongly Disagree	0	0%
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 10**



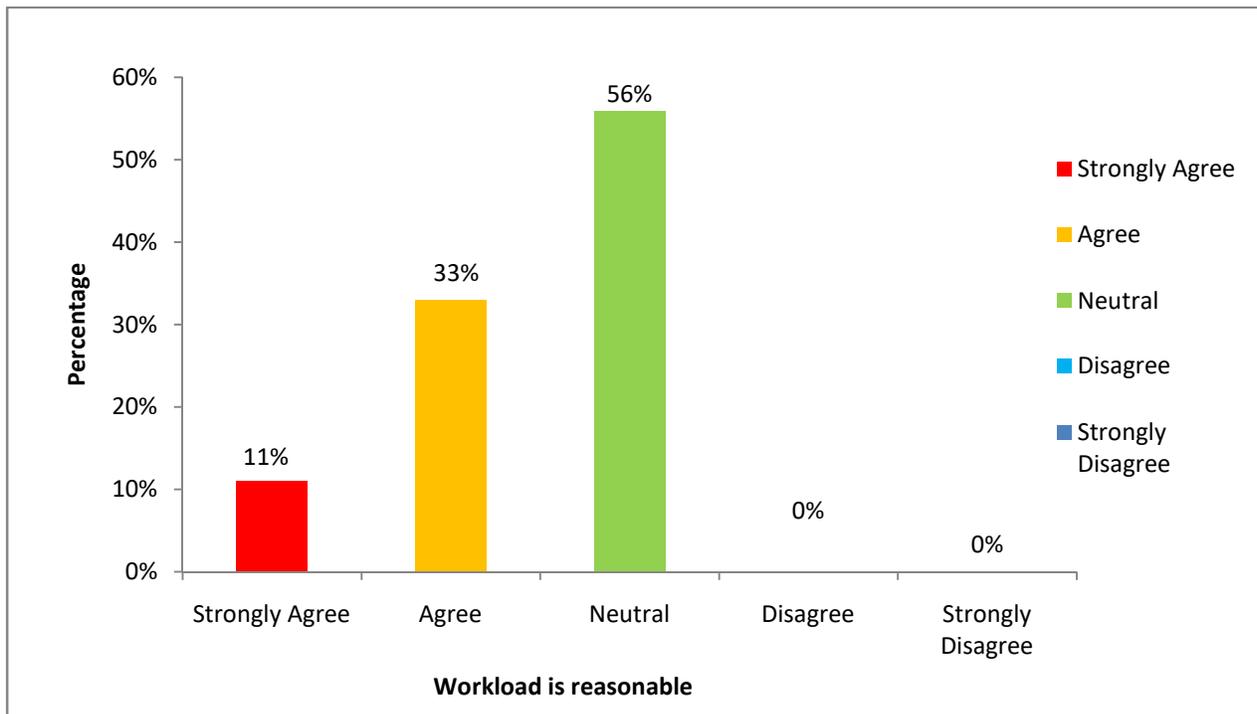
**Interpretation:** Showed that majority of the respondents agree that important work is distributed in the team equally

**Table no- 10**

**WORKLOAD IS REASONABLE**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	11	11%
2)	Agree	33	33%
3)	Neutral	56	56%
4)	Disagree	0	0%
5)	Strongly Disagree	0	0%
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 10**



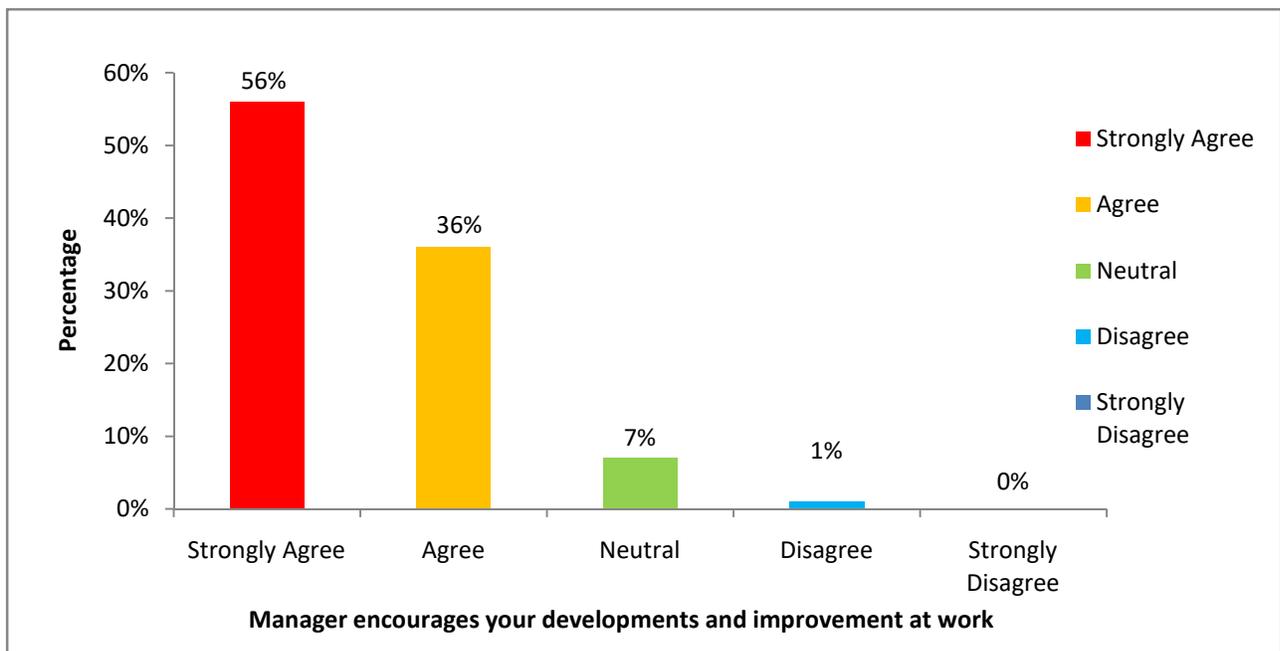
**Interpretation:** Showed that majority of the respondents have a neutral response to workload being reasonable

**Table no- 11**

**MANAGER ENCOURAGES YOUR DEVELOPMENTS AND IMPROVEMENTS AT WORK**

<b>Sl no</b>	<b>Nature</b>	<b>Frequency</b>	<b>Percentage</b>
1)	<b>Strongly Agree</b>	<b>56</b>	<b>56%</b>
2)	<b>Agree</b>	<b>36</b>	<b>36%</b>
3)	<b>Neutral</b>	<b>7</b>	<b>7%</b>
4)	<b>Disagree</b>	<b>1</b>	<b>1%</b>
5)	<b>Strongly Disagree</b>	<b>0</b>	<b>0%</b>
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 11**



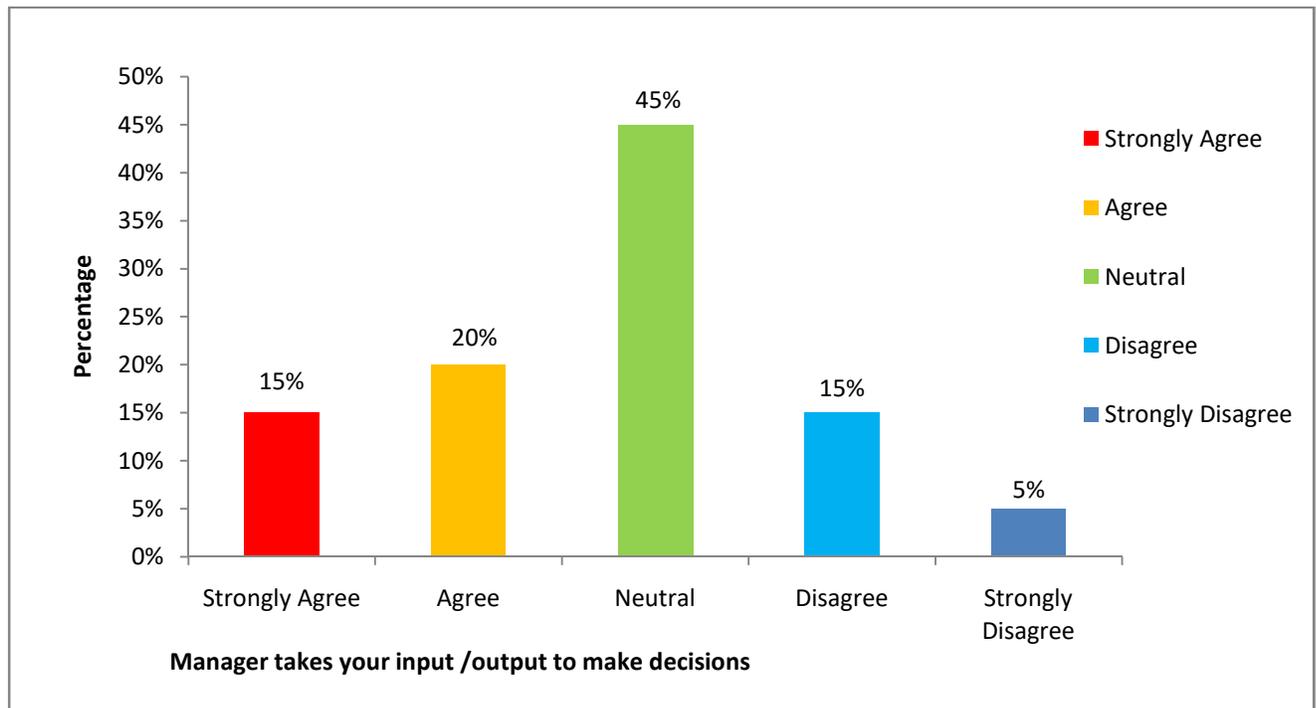
**Interpretation:** Showed that majority of the respondents agree that manager encourages their developments and improvement at work .

**Table no- 12**

**MANAGER TAKES YOUR INPUT/OUTPUT TO MAKE DECISIONS**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	15	15%
2)	Agree	20	20%
3)	Neutral	45	45%
4)	Disagree	15	15%
5)	Strongly Disagree	5	5%
Total		100	100%

**Chart No- 12**



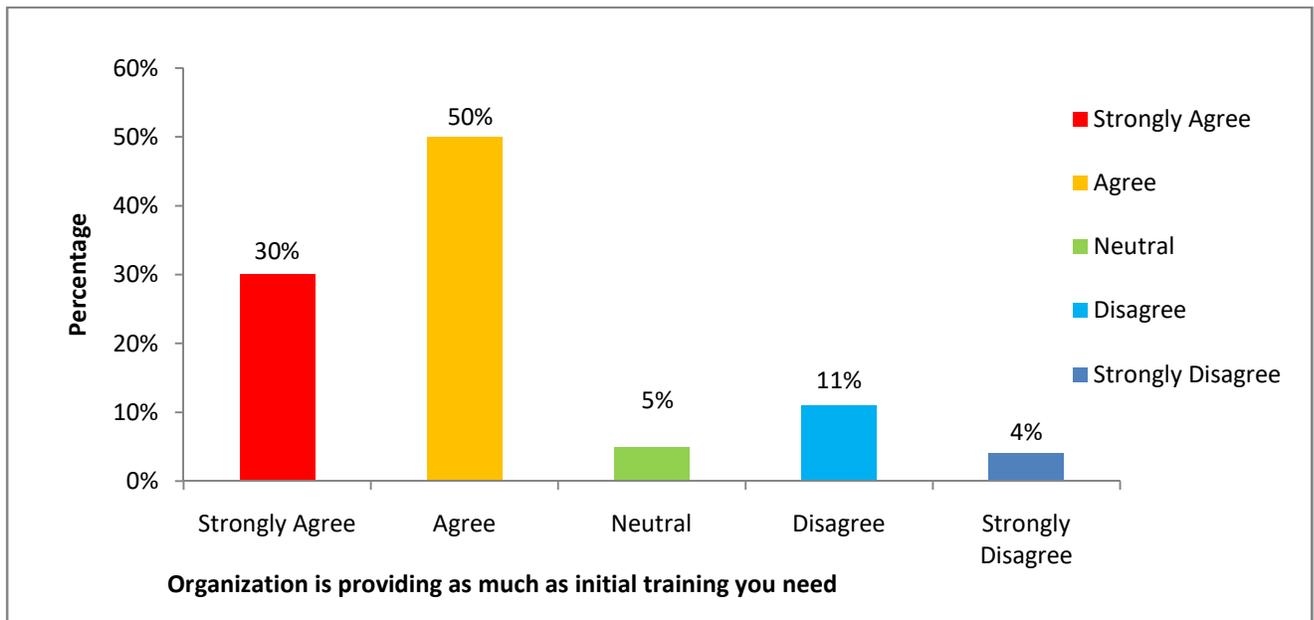
**Interpretation:** Showed that 35% of the respondents agree while 45% are neutral and 20% disagree to Manager taking inputs/outputs to make decisions

**Table no- 13**

**ORGANIZATION IS PROVIDING AS MUCH AS INITIAL TRAINING YOU NEED**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	30	30%
2)	Agree	50	50%
3)	Neutral	5	5%
4)	Disagree	11	11%
5)	Strongly Disagree	4	4%
Total		100	100%

**Chart No- 13**



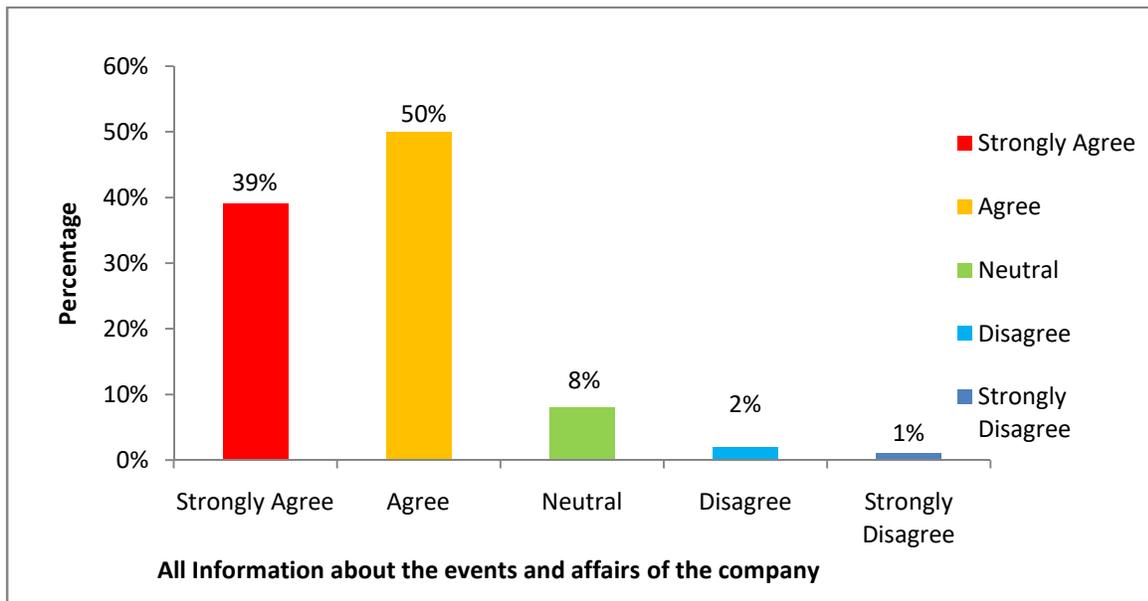
**Interpretation:** Showed that 80% of the respondents agree while 5% are neutral and 15% disagree to Organization providing initial training to them

**Table no- 14**

**ALL INFORMATION ABOUT THE EVENTS AND AFFAIRS OF THE COMPANY**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	39	39%
2)	Agree	50	50%
3)	Neutral	8	8%
4)	Disagree	2	2%
5)	Strongly Disagree	1	1%
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 14**



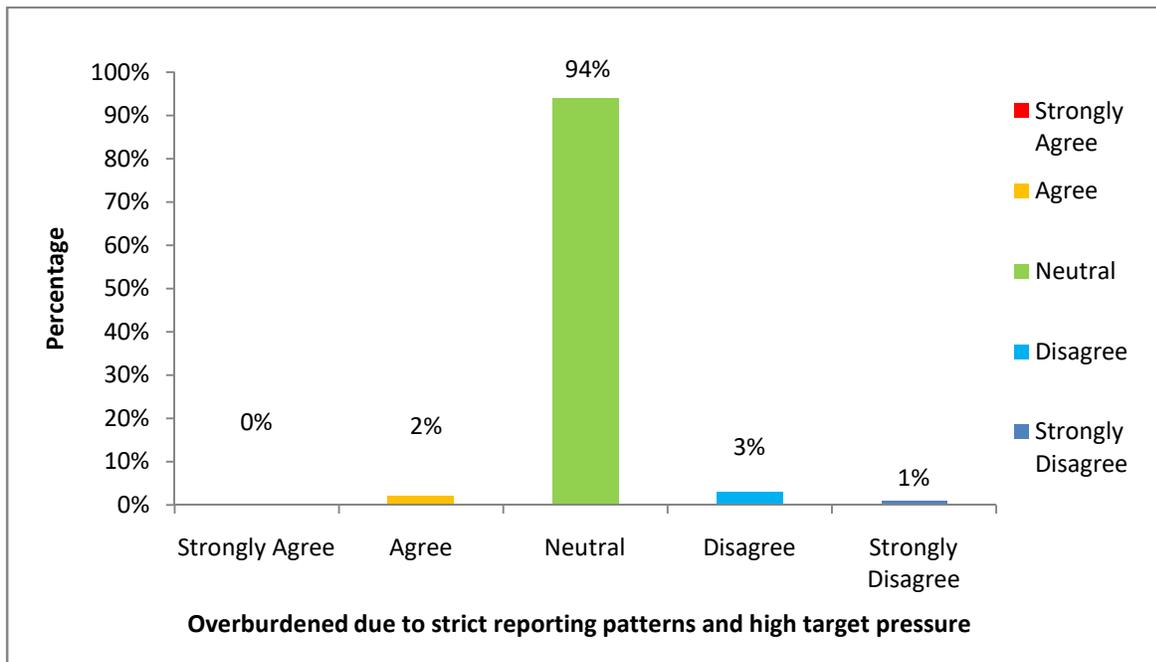
**Interpretation:** Showed that majority of the respondents agree to have information about the events and affairs of the company

Table no- 15

**OVERBURDENED DUE TO STRICT REPORTING PATTERNS**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	0	0%
2)	Agree	2	2%
3)	Neutral	94	94%
4)	Disagree	3	3%
5)	Strongly Disagree	1	1%
Total		100	100%

Chart No- 15



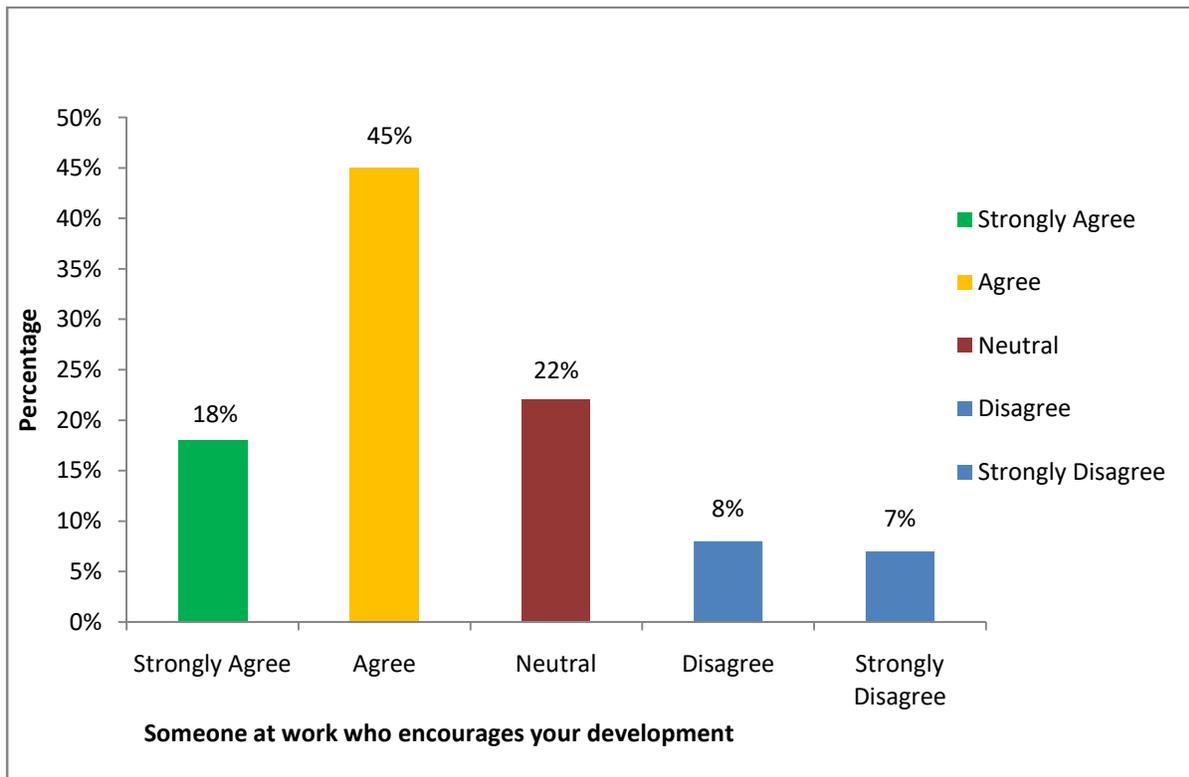
**Interpretation:** Showed that majority of the respondents gave a neutral response to overburdened due to strict reporting patterns and high target pressure

**Table no- 16**

**SOMEONE AT WROK ENCOURAGES YOUR DEVELOPMENT**

Sl no	Nature	Frequency	Percentage
1)	Strongly Agree	18	18%
2)	Agree	45	45%
3)	Neutral	22	22%
4)	Disagree	8	8%
5)	Strongly Disagree	7	7%
Total		100	100%

**Chart No- 16**



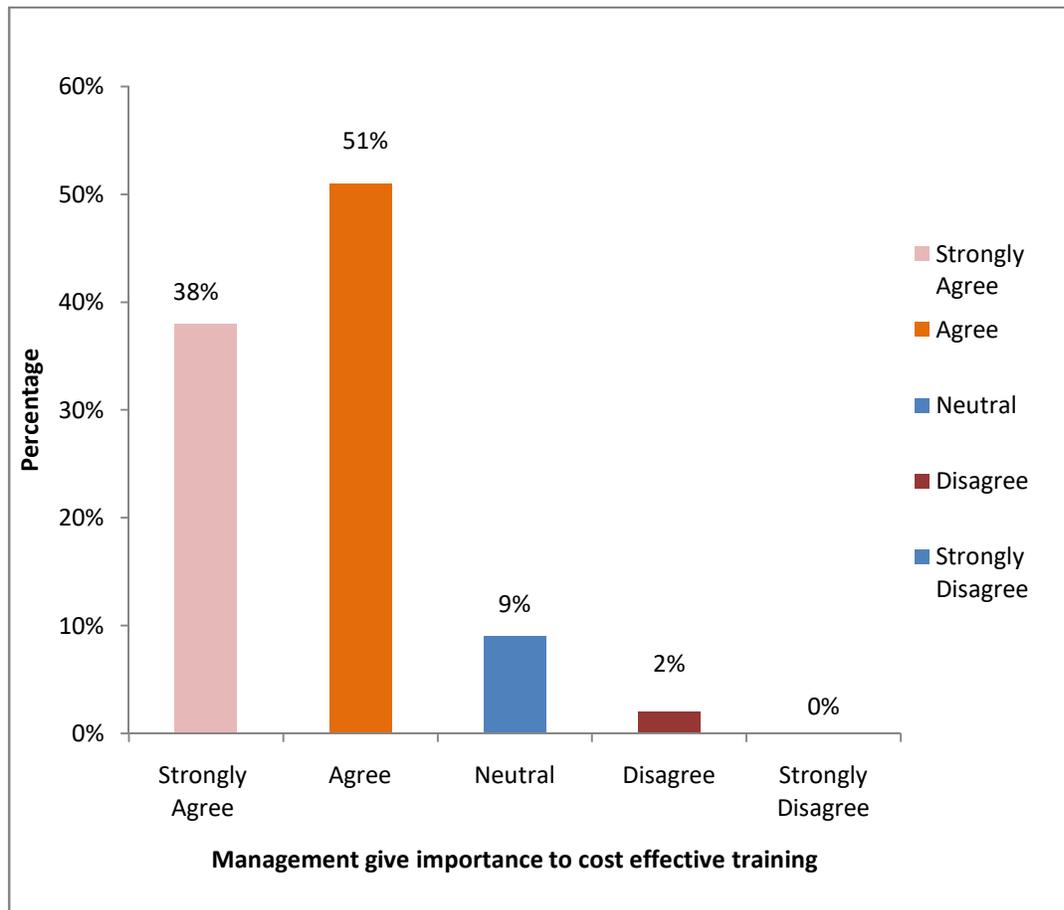
**Interpretation:** Showed that 18% strongly agree 45% agree while 22 % are neutral and 15% disagree to someone at work encourages their development

**Table no- 17**

**SOMEONE AT WROK ENCOURAGES YOUR DEVELOPMENT**

<b>Sl no</b>	<b>Nature</b>	<b>Frequency</b>	<b>Percentage</b>
1)	<b>Strongly Agree</b>	<b>18</b>	<b>18%</b>
2)	<b>Agree</b>	<b>45</b>	<b>45%</b>
3)	<b>Neutral</b>	<b>22</b>	<b>22%</b>
4)	<b>Disagree</b>	<b>8</b>	<b>8%</b>
5)	<b>Strongly Disagree</b>	<b>7</b>	<b>7%</b>
<b>Total</b>		<b>100</b>	<b>100%</b>

**Chart No- 17**



**Interpretation:** Showed that 38% strongly agree 51% agree while 9 % are neutral and 2% disagree to Management give importance to cost effective training

## **Discussion**

- More than 80% representatives concurred that they have confidence in company's leadership in managing the company's affair
- From the above assessment we can assume that there is adequate communication between departments
- the examination done we can say that there is good interpersonal relationship with colleagues associate
- Employees agree to have opportunities to learn and grow
- As seen there was a shortfall in employees getting enough authority to make decisions
- There was bit of mix reaction as to employees getting fair salaries as per their responsibilities
- Individuals showed that important task/work is distributed in the team equally
- When asked about workload there was a balanced reaction as to workload being reasonable
- From the assessment it is seen that the managers fully encourages the employees about their development and improvement at work

- Individuals gave a mix reaction to the question regarding manager taking input/output from employees to make decision
- Likewise more than 60% individuals agree that organization is providing as much initial training they need while some employees feel that they are lacking such training
- Employees agree that they get all information about the events and affairs of the company
- Employees gave a balanced reaction about over burdening due to strict reporting patterns and high target pressure
- A mix of reaction for employees who believes that someone at work encourages their development
- Most employees agree that management gives important to cost effective training

## **Conclusion**

- From the above assessment it was seen that overall the employees were satisfied with their work and hrm practices but in terms of decision making it was seen that some employees were not given enough authority to make decisions . Decision making should be promoted as it is a crucial aspect of organizational management and involving employees in the decision making process can significantly impact their satisfaction engagement and overall organizational performance.
- HRM strategies promote job satisfaction, a key factor in institutional commitment. Organizations can improve job satisfaction by employing effective HRM methods, which increases employees' engagement to the institution. This leads to several benefits, including enhanced staff retention, increased productivity, and a more favorable workplace culture.□
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- . SHRM.org. (2020, 12 15). <https://www.shrm.org/>. Retrieved from <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingorganizationalchange.aspx> 30. SHRM.org. (n.d.). Developing Employees. Retrieved Dec 10, 2020, from <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingemployees.aspx>

## ANNEXURE

### Tool

#### Section: A

##### A. Questionnaire related to demographic variable:

1. Age:
2. Sex:
3. Marital status:
4. Your work experience in the company:
5. Designation:
6. Education qualification:
7. Have you attended any program?
  - a) Yes
  - b) No
  - c) If yes, Training attended in a year \_\_\_\_\_
8. Is there a formal performance appraisal system in your organization?

Yes

NO

Section: B

B. Questionnaire related to HRM practices and employee job satisfaction by using Five point Likert scale.

Sl No.	Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.	Have confidence in your company's leadership in Managing the company's affairs					
2.	Adequate communication between departments					
3.	Good interpersonal relationship with your colleagues/ associate					
4.	Have opportunities to learn grow and develop					
5.	You are given enough authority to make decisions you need to make					
6.	Your salary is fair for your responsibilities					
7.	Important task/work is distributed in the team equally					
8.	Workload is reasonable					
9.	Manager encourages your developments and improvement at work					
10.	Manager takes your input/output to make decisions					
11.	Organization is providing as much as initial training you need					
12.	Do you get all the information about the events and affairs of the company which have an effect on your work?					
13.	Do you feel over burdened due to strict					

	reporting patterns and high target pressure ?					
14.	There is someone at work who encourages your development					
15.	Management give importance to cost effective training					

### IDI CHECKLIST

HR IDI CHECKLIST	YES	NO
<b>Management</b> <ul style="list-style-type: none"> <li>• Are the HR goals aligned with the organization?</li> <li>• Are the workweeks clearly defined?</li> <li>• Are the working hours clearly defined?</li> <li>• Is there an open form of communication between HR and other departments?</li> </ul>		
<ul style="list-style-type: none"> <li>• Are the workweeks clearly defined?</li> </ul>		

<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Does each position within the organization have a job description?</li> <li>• Are the job descriptions up to date?</li> <li>• Are job openings offered to current employees?</li> <li>• Is the employee turnover rate monitored?</li> </ul>		
<p><b>Onboarding</b></p> <ul style="list-style-type: none"> <li>• Do new employees receive a contract and handbook?</li> <li>• Are the onboarding documents up to date?</li> <li>• Do new employees receive the right training?</li> <li>• Do new employees have follow up meetings?</li> </ul>		

<p><b>Employee Relations</b></p> <ul style="list-style-type: none"> <li>• Does your organization have a system for performance appraisal in place?</li> <li>• Are your practices in line with your policies?</li> <li>• Do the policies and procedures comply with the federal rules and regulations?</li> <li>• Is there a clear and well communicated process in place for receiving and handling employee complaints/issues?</li> </ul>		
<p><b>Training and Development</b></p> <ul style="list-style-type: none"> <li>• Are employees provided with trainings?</li> <li>• Are employees provided with opportunities to further develop their skills?</li> <li>• Are the provided</li> </ul>		

<p>trainings and opportunities within budget?</p> <ul style="list-style-type: none"><li>• Do employees receive ongoing Feedback?</li></ul>		
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