

Human Resources Management Practices and its Impact on Clinical Nursing Professionals' Job Satisfaction.

P. Ashwini*

*Research Scholar,
VIT Business School
VIT Vellore, India.
ashwinipalani08@gmail.com

Dr. Susan Chirayath**

**Professor,
VIT Business School
VIT, Vellore, India.
susan.chirayath@vit.ac.in

Abstract: *The dramatic changes in nursing profession, the linkages between human resources management practices and its impact on the nursing professionals' job satisfaction are some of the much-needed research area in nursing profession so as to prevent the uncontrollable brain drain in this profession from India to foreign countries. Human resources management is the back bone of every organization which is responsible to attract and retain talents. Many of the speciality and super speciality hospitals in India, both in private and public- face the problem of flawless human resource management practices, which could be one of the reasons for the failure of retention of nursing professionals in India. Managing human resource in the work place comes with numerous challenges for the HR managers. Human resources management department plays important roles like creating good work environment, proper division of work load among employees, career growth of employees by constantly evaluating their performance and create job opportunities as and when required. The purpose of this research paper is to conceptually bring in the linkages between variables related to human resources management practices and job satisfaction of clinical nursing professionals in the selected speciality hospitals in Vellore. The study is predominantly an exploratory study intended to develop a conceptual framework showing the human resources management practices and its impact job satisfaction of clinical nursing professionals.*

Keywords: Human Resources Management Practices; Job Satisfaction; Career Growth and Job Opportunities.

INTRODUCTION

Human resources management practices play an important role in health care industry. Storey (1989) defined HRM as 'set of interrelated policies with an ideological and philosophical underpinning'. Storey (1995) defined HRM as 'a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques. Beardwell, et al., (2004) HRM has no agreed upon definition in the literature, yet organisations attach great importance to the strategic role of human resource management. HRM has been identified after some research as strategic aspects of 'best-fit' or aligning people to the needs of organisation where as many other researchers have identified HRM as means of improving organisation performance.

Human resources management practices are very crucial for every organization especially in health care system. This might be due to the fact that in hospital sector managing employees is very difficult and as such satisfying their need is very important. Clinical nurses are core persons in patients care. Hence their job satisfaction is very important for goal attainment of the hospitals. Nursing profession itself is one of the most challenging professions with increasing pressures of being understaffed, increase in number of patients and always changing metrics. Health care sector policies are not favourable for medical profession and dominating their profession (Homedes & Ugalde, 2005).

This paper assumes that lots of HR strategies are unexplored in nursing services sector. "Nurse is a professional and they are committed to provide a holistic care and shape the patient exaptation" (Baumann, 2007). "Shortage of nursing professionals is one of the biggest challenges in health care system and became a world-wide scarcity" (Paauwe, 2009). Therefore, health care providers are determined to provide the skill, knowledge, attitude and performance required of nursing professionals at the right place, at the right task and at the right time to achieve health care targets.

Human resources management practices are the best strategies to develop nursing staff. The major processes of human resource management are recruitment and selection, placement and induction, training and development, performance appraisal, reward system, career planning and career development and employee-employer relationships. In 21st century nursing is the adhesive to keep patient health care history and satisfy their need without tirelessly to protect patients by American nursing association 2012.

As mentioned earlier, HRM practices are the application of management process to manage people in an organization. According to Niles (2013), HRM is the most important strategy to maintain patient treatment and nurses' job analysis in an ethical manner. It plays an important role to sustain the valuable employees in the organization. In an era marked by the philosophy "customer is the king", or "customer is always right", human resources management practices increase the patient satisfaction as well as employee satisfaction.

LITERATURE REVIEW

Human resources management practices in hospital context

India holds a remarkable position in service sectors especially in hospital management.

Appley (1990) explained that management is not the direction of things, but the development of people. Rousseau and Greller (1994) defined HRM as shaping the relationship between the employees and an organization. HRM practices increase employee’s satisfaction and make feel comfortable at work environment.

In the past decade, many health care service sectors understood the importance of human resource management practices to growth of organization. An urgent need is felt in the health care sectors to find ways to implement human resources management practices for employee’s satisfaction and attaining the organization’s goals. Hirai (2002) in his study found that human resources management practices motivated the nurses through the career development and skill development. Bradley, Petrescu and Simmons (2004) identified supervision, job training and pay practices to have more influence on the nurse’s intention to stay.

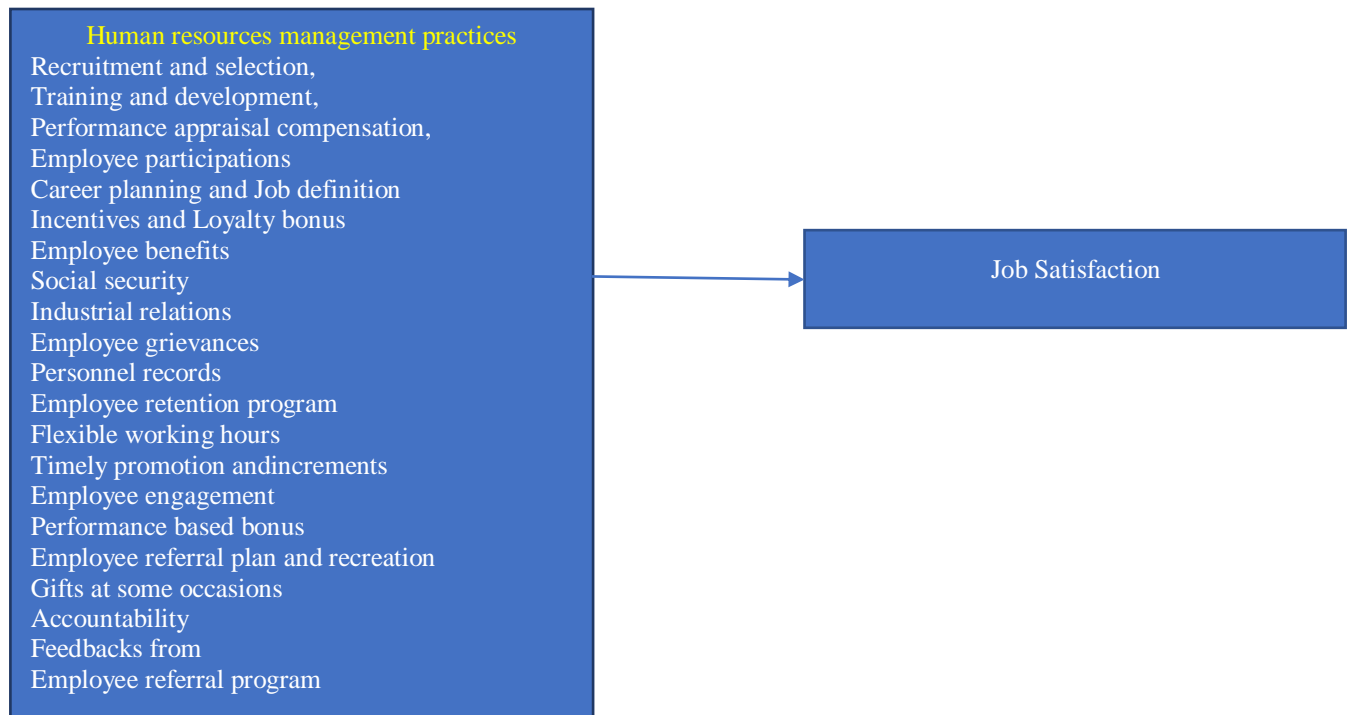
Stefane&Kabene (2006) found need more new human resources policies to develop organization and enrich employee satisfaction. Karunakaran (2008) in her study found that HRM satisfied in all factors but need bit more consternation of implementation of policies. Alina Ileana (2008) found HRM practices increase employee job satisfaction. “HR is the enabler of increasing business challenges.

According to the findings of Tikarei (2009), Performance Appraisals create low level of satisfaction and need more study to rephrase the human resources management practices and policies to increase the satisfaction level. Williams(2010)

conducted a study among government organizations’ HR practices and found that sound HR practices increase the job satisfaction and work place trust among employees. According to Nadarajah, *et al.*, (2012), HRM practices helps to achieve the organization’s goals and also encourage, motivate, develop, and retain the staff in an organization. HR managers should improve the method of work condition and increase the organization outcome.

Balozi& Aman (2014) studied the relationship among human resource management and work performance and engagement, but few studies have been conducted on HRM practise and job satisfaction. Shaukat, Ashraf and Ghafoor (2015) opined that more attention is required towards training, selection, compensation and employee participation for policy development in hospitals. Mohapatra (2014) gave suggestions related to human resource planning, recruitment and selection methods, training and development, retaining and removal of employees, compensation methods, rewards and benefits, MIS, performance appraisal and grievance handling mechanisms to be instituted in the healthcare systems.

Trehan& Setia (2014) believe that major healthy and innovative HR practices in Indian context are training focused, performance-based reward system and team development. Allen *et al.*, (2016) found that development of HRM strategies increase employee engagement and commitment which in turn increase job satisfaction. Human resource management is a method that provides satisfaction to employees through job task (Bekru *et al.*, 2017). Altarawmneh and al-Kilani (2010) impact on human resources management practices on employee turnover intention, plans based on the rewards, bonuses, salaries enhancement, and performance appraisal. Khan and Iraqi (2019) emphasised the need to adapt HRMP in private and public hospitals to make them effective organizations. Mira, Choong *et al.*, (2019) found positive insignificant relationship between HRM practices and job satisfaction



OBSERVATIONS AND RECOMMENDATIONS

Based on the review of human resources management practices and job satisfaction of nursing professionals, the following observations are made:

- Human resources management practices are the most important for every health care service
- Human resources management practices and procedures increase the job satisfaction and also strengthen the good facilities fairly to improve the competitive advantage.
- Human resources management practices provide guide line for the nurse's manager to improve their performance and increase the job satisfaction.
- The administrative personnel who are into supervising the nursing professionals need continuous updating on human resource management practices.

Based on the above-mentioned observations, few recommendations are made which may be adopted as human resources management practices and procedures to enhance clinical nurse's job satisfaction.

1. Providing regular training according to their service level to provide through indoor and outdoor training.
2. HR management department is integral part of the top management in health care system; so HRM get input from top management to achieve hospital vision and mission policies.
3. HR management can clearly explain the human resources practice and related policies in training process which may improve the job satisfaction.
4. human resources planning, recruitment, selection, placement, training, development, performance appraisal, compensation administration, incentives, employee benefits, social security, industrial relations, employee grievances, collective bargaining, personnel records and accounting and many other fields directly or indirectly related to management of human resources need to revise time to time.
5. The health care organization need to have proper grievance redressal mechanisms for all working employees.

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