

Human Resource Management Practices and Job Satisfaction: Evidence from Private Hospitals of Kathmandu Valley

Dilli Ram Bhandari¹, Dhruba Prasad Subedi²



Journal of Emerging Management
Studies
Volume 1 Issue 2
@2024 DAV Research
Management Cell
DOI: <https://doi.org/10.3126/jems.v1i2.71526>

Abstract

Purpose - The purpose of this study is to examine the relationship between human resource management practices and employee job satisfaction in private hospital of Kathmandu valley. When evaluating human resource management practices, the present paper takes in to account four relevant variables namely recruitment and selection; training and development; performance appraisal and compensation and benefits, and explores their link with job satisfaction of paramedic employees.

Design/methodology/approach - In order to test the relationship between human resource management practices and employee satisfaction, the descriptive and causal-comparative research designs were used. The data were collected from 384 paramedic employees on structured questionnaire through e-mail, Facebook messenger and personal contact. The study applied convenience sampling technique to collect the data. Both descriptive and inferential statistical tools were used for data analysis.

Findings and Conclusion - This study revealed that all the four variables i.e. recruitment and selection; training and development; performance appraisal and compensation and benefits were the important predictors of job satisfaction. It was also found that compensation and benefits were more important for job satisfaction of the employees followed by training and development. It delved into the HRM practices tailored to private hospitals in the Kathmandu valley, highlighting their impact on the job satisfaction of paramedic staff, a relatively underexplored group in healthcare research.

Practical implications- Effective Human Resource Management practices in private hospitals of the Kathmandu valley significantly impact the job satisfaction of paramedic employees, with profound practical implications. The implementation of effective HR practices can lead to higher quality patient care, increased operational efficiency, and a resilient workforce capable of effectively responding to healthcare challenges.

Originality/Value- This study provides new insights into the relationship between human resource management practices and employee job satisfaction in private hospital of Kathmandu valley. To the authors' knowledge, it was the first conceptual model developed and tested specifically for paramedic employees in this context.

Keywords: Compensation, Paramedical staff, Performance appraisal, Recruitment, Training and development

¹Lecturer at Shanker Dev Campus,
Tribhuvan University,
Kathmandu, Nepal

²Lecturer at Shanker Dev Campus
Tribhuvan University,
Kathmandu, Nepal

Corresponding Author: Dhruba Prasad Subedi
Lecturer, Shanker Dev Campus,
Tribhuvan University, Nepal
Email: subedidhrubap@gmail.com

Received: 08 February 2024
First Revised: 23 February 2024
Second Revised: 05 March 2024
Accepted: 21 March 2024
Published: April 2024

License
Copyright©2024 by
Authors and *Journal of Emerging
Management Studies*



This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.
<https://creativecommons.org/licenses/by-nc-nd/4.0/>

How to cite this paper:

Bhandari, D. R., & Subedi, D. P. (2024). Human Resource Management Practices and Job Satisfaction: Evidence from Private Hospitals of Kathmandu Valley. *Journal of Emerging Management Studies*, 1(2), 185-198. <https://doi.org/10.3126/jems.v1i2.71526>.

1. Introduction

Human resources (HR) play a pivotal role in driving organizational success by strategically managing talent, fostering a positive work environment, and aligning employee goals with the company's objectives. Effective HR practices, such as recruitment, training, compensation and performance management, enhance employee engagement and productivity, which are critical for achieving business goals (Noe et al., 2021). Furthermore, the role of human resources is essential in shaping organizational culture and implementing policies that promote diversity and inclusion contributes to a more innovative and competitive workforce (Sivapragasam & Raya, 2022). The organizations with strong HR practices tend to outperform their competitors, demonstrating higher levels of employee satisfaction and financial performance (Locke et al., 2022). Therefore, the strategic involvement of HR in organizational planning and development is essential for long-term success.

Human resources encompass all personnel within an organization, ranging from upper management to subordinate levels. It involves the skills, attitudes, knowledge, and performance of employees (Basu, 2024). Human resource management (HRM) comprises all activities aimed to manage the workforce, including acquisition, development, utilization, and retention, with a focus on long-term sustainability and maximizing both individual and organizational effectiveness (Armstrong, 2001). By aligning the interests of employees and the organization, HRM functions as a cohesive unit that views employees as assets contributing to the organization's vitality. Whether in the private or public sector, HRM serves as a strategic framework for managing job relationships (Chukwuka, 2018). The role of HRM is important in tackling various challenges of the organization which requires strong support from management to achieve strategic objectives (Boxall, 2016). HRM continues to be instrumental in addressing diverse organizational challenges, relying on the backing of organizational management

to align with the strategic goals of the company. HR professionals demonstrate a deep comprehension of the objectives of organization, skillfully translating them into practical HR strategies and initiatives (Ulrich, 2007).

HRM plays a critical role in optimizing the performance of an organization's workforce. By implementing effective HR practices, organizations can enhance efficiency, improve employee satisfaction, and boost engagement, leading to higher productivity and better outcomes (Albrecht, 2018). This involves maintaining open communication with employees and participating them in decision-making processes, providing better reward and benefit packages and fostering their commitment and loyalty to the organization. HRM practices play a vital role in promoting employee satisfaction (Rao, 2010). This fosters a sense of dedication and accomplishment in fulfilling assigned tasks effectively, while also supporting activities beyond their specific job roles (Shaw & Gupta, 2015).

Human resource management practices encompass a range of plans, policies, programs and procedures that organizations implement to elevate the performance of employee (Coyle-Shapiro et al., 2013). Recruitment serves as the initial stage in the employment process, aiming to appoint suitable candidates (Rao, 2010). Subsequently, the selection process, which involves assessing applicants' skills and aligning them with job requirements, follows (Jha & Bhattacharya, 2012). Nyangaresi et al., (2013) assert that in today's era of rapid globalization and heightened competition, organizations must prioritize the selection of capable and skilled workforce for sustained growth and development.

Additionally, the efficacy of a state's public justice delivery system relies heavily on appointing individuals possessing the requisite skills and competencies for their roles (Ashraf, 2017; Rehman, 2012). Organizational training and development initiatives are pivotal in improving employee

performance by nurturing positive behaviors and enhancing job-related knowledge, skills, and competencies (Bhartiya, 2015). Regarded as a conventional approach, training and development endeavors within organizations are customized to elevate employee performance (Ahmed, 2016). Organizations can fulfill their mission, objectives, and goals through the implementation of a robust performance appraisal system. These systems enable organizations to assess the effectiveness of their employees from various angles. Moreover, performance appraisal systems play a crucial role not only in improving performance but also in fostering skill and knowledge enrichment, as well as employee commitment (Jain & Garg, 2013).

Healthcare is one of the burgeoning sectors in Nepal, marked by both revenue growth and employment opportunities. However, hospitals are currently grappling with a severe shortage of human resources, presenting a multitude of challenges (Chaulagain & Khadka, 2012). Each healthcare professional is indispensable to the healthcare service delivery system. Effective human resource management practices are paramount for hospitals to maintain a high standard of healthcare delivery (Kabene et al., 2021). With medical technology advancing and the demand for more intricate patient care rising, healthcare organizations are in dire need of a skilled and experienced workforce. By prioritizing the well-being and satisfaction of healthcare staff, hospitals can elevate both patient care standards and organizational performance (Kabene et al., 2021). Effective HRM practices play a pivotal role in the success of healthcare delivery systems worldwide. Hospitals encounter numerous HRM challenges, making effective management of human resources a primary concern for hospital administrators (Haris et al., 2017). HRM efforts contribute to fostering a positive organizational climate characterized by growth opportunities, equitable workload distribution, recognition, and positive relationships.

The significance of job satisfaction among healthcare employees is increasingly

recognized as a crucial metric to incorporate quality improvement programs within the healthcare system (Chaulagain & Khadka, 2012). This importance is particularly evident in the role of paramedical staff, who play a vital part in caring for individuals in distress. Often, they spend more time with patients than even the doctors themselves. Despite this pivotal role, many paramedical staff members may not be required to possess specific qualifications or training, yet they are entrusted with providing comforting care to patients. This situation is particularly prevalent in private hospitals and other unorganized sectors, prompting researchers to investigate the job satisfaction of these paramedical staff members. It's true that job satisfaction among healthcare employees is a critical factor that influences various aspects of healthcare delivery. Visser et al. (2003) highlighted that job satisfaction is directly related with absence rates, human relations, productivity and performance of employees. Moreover, satisfied employees tend to be more productive, innovative, productive and dedicated to their organizations, as highlighted by Ho et al., (2009). This underscores the importance of fostering job satisfaction as a means to promote quality, effectiveness, and efficiency in healthcare, while also potentially mitigating healthcare costs. Therefore, this study aims to explore the status of HRM practices within private hospitals in Kathmandu valley and their influence on the job satisfaction of paramedical employees within these institutions.

2. Literature Review and Hypotheses Development

Gupta and Shaw (2022) emphasized the key elements of HRM such as recruitment and selection, training and development, performance appraisal and compensation for the employee satisfaction. Supportive HRM practices tend to lead to higher levels of job satisfaction among employees (Sivapragasam & Raya, 2018), which is crucial for enhancing workplace performance (Chiaburu et al., 2017). Presence and implementation of HR management practices enhance workplace clarity, which correlates positively with

employees' job satisfaction (Butts et al., 2013). Well-executed recruitment process has a beneficial impact on employee engagement, performance, morale, productivity and job satisfaction (Patimah, 2015; Rafii & Andri, 2015). Fair and systematic selection system and implementing fair and equitable pay structures based on individual contributions promotes job satisfaction among the employees (Makau et al., 2023). Human resources are crucial for organizations' growth and achievement of objectives, and their effectiveness can be bolstered with the help of training and development program (Ntiamoah et al., 2014; Zehra, 2016). Incentive plays a significant role in fostering positive attitudes and behaviors among employees for enhancing organizational effectiveness (Shaw & Gupta, 2015). Besides compensation, other HR practices like selection, development, performance evaluation, and career development play a significant role in the satisfaction level of employees (Berber et al., 2017). Alfes et al., (2023) applied the Social Exchange Theory to employ the conceptual model to explore how perceived HRM practices relate to employee job satisfaction. The study suggested that when employees feel they are treated fairly by an entity, they are inclined to reciprocate with favorable attitudes and actions towards the entity and job (Harris et al., 2018).

Training and development initiatives serve as fundamental pillars that enhance employees' abilities, knowledge, professional skills, and capabilities, leading to improved performance characterized by efficiency and excellence which ultimately leads for job satisfaction (Khalid et al., 2014; Sattar et al., 2015). Sanger (2013) highlighted that factor like work motivation, job involvement, and performance appraisal are closely and immediately linked to employee satisfaction. Previous studies have consistently shown that human resource management practices are predictive of enhanced performance, motivation, and satisfaction levels among employees in the workplace, leading to positive outcomes (Abdirahman et al., 2018; Chukwuka & Nwakoby, 2018). Lama (2022) found the positive and significant relationship between recruitment and selection, training

and development, compensation policy, and performance appraisal, and employee job satisfaction in Nepalese commercial banks.

2.1 Recruitment and Selection and Job Satisfaction

Recruitment and selection encompass two closely linked processes. Recruitment involves the methods used to attract suitable individuals to apply for positions within an organization, while selection is the process of choosing from a pool of applicants those who best meet the management objectives and legal requirements. According to Bratton and Gold (2012), recruitment and selection involve defining requirements, attracting candidates, and selecting the most suitable ones. These processes are crucial functions of HRM as they determine the caliber of talent that drives organizational goals and aspirations. They also reflect the organization's needs and values through the individuals chosen for the roles. The organization's strategy and vision serve as indicators of the recruitment efforts and are influenced by internal factors (Nel et al., 2008). For a competent HR manager, the ability to select suitable candidates who align with the organization's goals is essential (Morques, 2007). A fair recruitment and selection framework could ensure a strong match between an individual's skills and the organization's needs, leading to greater job satisfaction among employees (Fernandez, 1992). Katou and Budhwar (2007) found a clear link between recruitment and selection processes and various performance metrics, as well as employee satisfaction. Based on these premises, the following hypothesis was formulated.

H1: Recruitment and selection have positive and significant effect on employee job satisfaction.

2.2 Training and Development and Job Satisfaction

Training involves the structured refinement of behavior by absorbing relevant concepts, which stems from the outcomes of education, instruction, development, and organized experiences (Armstrong, 2001). Depending on the context, training can occur either on the job

or off the job as per the requirements. Koch and McGrath (1996) conducted a comprehensive study revealing that companies that implement systematic training programs for their employees are positioned to enjoy the advantages of a significantly more productive workforce. Armstrong's findings (2001) indicate that training influences organizational commitment, employee knowledge, and self-esteem within the organization. Similarly, Bartel (1994) discovered that investment in training enhances employee dedication, fosters trust, and improves performance. Overall, training and development policies enable employees to acquire the competencies to perform their jobs efficiently and effectively which ultimately leads for job satisfaction (Harrel & Tzafir, 1999). Employees who possess professional competencies contribute their technical knowledge, expertise, and skills, which encompass learning, critical thinking, and communication (Litchfield et al., 2002). Research has shown that employees who effectively utilize their skills and abilities to fulfill their professional duties tend to exhibit higher job satisfaction (Renyut et al., 2017; Yahyazadeh, 2012). Thus, drawing from these discussions, the following hypothesis was formulated.

H2: Training and development have positive and significant effect on employee job satisfaction.

2.3 Performance Appraisal and Job Satisfaction

Performance appraisal involves identifying, assessing, influencing, and fostering employee job performance within the organization. For the sustainable growth, companies should prioritize creating long-term value for their employees (Kochar et al., 2010). Roberts (2002) suggested that precise and dependable performance evaluations enable organizations to support and recognize their most skilled employees. A positive perception fosters a favorable work environment, while a negative one can impact company performance (Ahmed et al., 2011). Morrow (2011) emphasized the pivotal role of performance evaluation in organizational justice. Their study underscored the positive correlation between employees' perception of

the performance appraisal system and their satisfaction towards the job. Arif et al. (2011) demonstrated that the perceived fairness of performance appraisal impacts job satisfaction through the mediating role of organizational commitment. Building upon this, the study formulates the following hypotheses.

H3: Performance appraisal has positive and significant effects on employee job satisfaction.

2.4 Compensation and Benefits and Job Satisfaction

Compensation represents the salary and benefits provided by the employer for the contribution made by them in the organization (Mondy & Robert, 1993). Consequently, fulfilling the compensation requirements set by the company can equitably address diverse employee needs. If the company disregards aligning compensation with employees' work, it will fail to fulfill employee satisfaction. Conversely, when compensation aligns with both employee needs and the nature of their work, it can meet expectations, thereby enhancing employee job performance. Chen (2004) synthesized multiple research findings and suggested that employees consider their salary a significant aspect of their rewards, leading to various reactions towards behaviors and attitudes. In a similar vein, Chan (2010) highlighted the importance for organizations to focus on distributive equity perceptions, employee salary expectations, adequacy of bonuses, and employee achievement motivation to improve salary satisfaction and subsequently enhance overall job satisfaction and motivation among employees.

Lawler and Porter (1963) found that employee dissatisfaction with their salaries can lead to negative outcomes such as absenteeism, decreased productivity, job dissatisfaction, and turnover. Salaries serve as incentives for performance, and when employees are dissatisfied with their compensation, it can adversely affect their work behavior and attitudes (Lawler, 2011). Consequently, the compensation system is intricately linked to job satisfaction, and an effective compensation structure can enhance employee job

satisfaction and mitigate the likelihood of turnover by addressing salary concerns. The above facts support for the development of the following hypothesis.

H4: Compensation and benefits have positive and significant effect on employee job satisfaction.

3. Research Methods

This study has employed a descriptive and causal-comparative research design to achieve the stated objectives. The population under study comprises all paramedic employees currently employed in small and medium private hospitals located within the Kathmandu valley. There are altogether 60 private hospitals in Kathmandu valley (MOH, July 16, 2023). Out of those private hospitals, 21 hospitals have been selected for the purpose of research study on convenience basis. The sample size for this study was 384 respondents. If the population is large, 384 sample size is appropriate for the research study (Mumtaz et al., 2020). The questionnaires were distributed via personal visits, email, and social media applications. Convenience sampling technique was used in this study. Altogether, 450 questionnaires were distributed, out of which 402 were returned (The response rate being 89%). Finally, 384 responses were used for data analysis, 18 were removed due to multiple non-responses. To establish the internal reliability of the model, the researcher conducted Cronbach's alpha reliability test. This test helps determine whether the items within each dimension were internally consistent or not. Table 1 shows the Cronbach's alpha scores of all variables measured in 5-point Likert scaling.

Table 1

Reliability Analysis

Variables	Cronbach's Alpha	No. of items	Remarks
Satisfaction of Employees	0.786	10	Reliable
Recruitment and selection	0.749	5	Reliable
Training and development	0.837	6	Reliable
Performance appraisal	0.712	6	Reliable
Compensation and benefits	0.717	6	Reliable

The study relies on primary data acquired

through structured questionnaires encompassing a range of variables. The initial section of the questionnaire focused on gathering demographic information about the respondents, including gender, age, marital status, academic qualifications, job designation, and years of experience. The subsequent part of the questionnaire focused on the HR related aspects such as recruitment and selection processes, training and development initiatives, performance appraisal methods, compensation and benefits structures, and overall employee job satisfaction. In this study, a 5-point Likert scale was employed to measure the level of various human resource management dimensions affecting the job satisfaction of paramedic employees in private hospitals within the Kathmandu Valley. The reliability of the data was assessed using Cronbach's Alpha. The obtained Cronbach's Alpha values for each variable exceeded 0.7, indicating the reliability of the data for further analysis and tests (Taber, 2018). This research explores the relationship between employee job satisfaction and human resource management practices, including recruitment and selection, training and development, performance appraisal, as well as compensation and benefits. To achieve this objective a multiple regression model is specified as below:

$$\text{Employee Job Satisfaction} = \beta_0 + \beta_1 \text{RS} + \beta_2 \text{TD} + \beta_3 \text{PA} + \beta_4 \text{CB} + e_i$$

Where, RS = Recruitment and selection

TD= Training and Development,

PA = Performance Appraisal

CB = Compensation and Benefits

β_0 = The intercept (constant term) and e_i =error term

The study investigates the impact of HR practices on job satisfaction of paramedic employees within private hospitals located in Kathmandu valley. The sample size of the study was 384 paramedic staff. Table 2 revealed the respondents' profile. Out of the total respondents, 56% were male employees, while 44% were female. The majority of respondents 55 percent were between the age

of 26 and 35, with only 1.30 percent beyond the age of 50. More than two-third respondents were married. It shows that the paramedic staff working in private hospitals are mostly married. Out of the total respondents of working in the private hospitals of Kathmandu valley, majority (53.39 percent) employees have passed bachelor degree. Majority of the employees (51.3 percent) are working in middle level and only 16 percent are working in higher level. Employees with less than five years of experience is (55 percent) and those with 15 years or more is 6 percent. Majority of the respondents i.e. 54.95 has monthly income between 25,000-40,000. Only 15.10 percent respondents have monthly income more than 40,000.

Table 2

Demographic Profile of the Respondents

Variables	Frequency	Percent
N	384	
Gender		
Male	215	55.99
Female	169	44.01
Age		
Below 25	89	23.17
26-35	210	54.69
36-50	80	20.83
Above 50	5	1.3
Marital Status		
Married	305	79.43
Unmarried	79	20.57
Academic Qualification		
10+2 Level	10	2.6
Bachelor	205	53.39
Master and above	169	44.01
Designation		
Lower Level	125	32.55
Middle Level	197	51.3
Higher Level	62	16.15
Experience		
Less than 5 Years	211	54.95
5-10 Years	95	24.74
10-15 Years	56	14.58
Above 15 Years	22	5.73
Income per Month		
Below 25,000	115	29.55
25001-40,000	211	54.95
Above 40,000	58	15.1

Table 3 presents the descriptive analysis and correlation coefficients of the variables used in the study. The mean values for employee job satisfaction regarding recruitment and selection, training and development, performance appraisal, and compensation and benefits are 3.60, 4.30, 4.25, and 4.50, respectively. Among these variables, compensation and benefits emerge as the most crucial factor influencing the job satisfaction of paramedic employees in private hospitals within the Kathmandu valley. The correlation analysis revealed significant positive correlations between employee job satisfaction and various HRM practices, including recruitment and selection, training and development, performance appraisal and compensation and benefits. These correlations were found to be statistically significant at the 1% level. The correlation analysis revealed a positive association between HRM practices and job satisfaction. Particularly a strong correlation observed between compensation and benefits and employee job satisfaction.

Table 3

Descriptive Analysis and Correlation Coefficients

	Mean	SD	RS	TD	PA	CB	JS
RS	3.60	0.97	1				
TD	4.30	0.90	.525**	1			
PA	4.25	0.93	.593**	.558**	1		
CB	4.50	0.81	.646**	.347**	.751**	1	
JS	4.10	0.73	.565**	.494**	.721**	.625**	1

** Correlation is significant at the 0.01 level (2 tailed)

4.1 Test of Hypothesis

The impact of independent variables on dependent variables was evaluated using multiple regression analysis. The results of the regression analysis concerning employee job satisfaction, and their corresponding explanatory variables are presented in Table 4 below.

Table 4*Regression Results*

Predictors	Coefficients	t-statistic	p-value	VIF
Constant	6.242		0.000	
RS	0.243	4.20	0.000	1.868
TD	0.272	4.207	0.000	1.299
PA	0.253	4.25	0.000	1.608
CB	0.334	4.36	0.000	1.24

R²=0.843, Adj.R²= 0.608, F-value =25.18, F(sig)= 0.000, D.W.= 1.94

Note: Independent variables are Recruitment and Selection (RS), Training and Development (TD), Performance Appraisal (PA) and Compensation and Benefit (CB). The dependent variable is Job Satisfaction (JS).

$$JS = \beta_0 + \beta_1 RS + \beta_2 TD + \beta_3 PA + \beta_4 CB + e_i$$

$$= 6.242 + 0.243RS + 0.272 TD + 0.253 PA + 0.334 CB + e_i$$

The coefficient of determination, also known as R-Square, stands at 0.843, indicating the overall fitness of the model. This value suggests that approximately 84.3% of the variability in employees' job satisfaction can be explained by human resource management practices. This indicates that the model used in this study explains approximately 84.3% of the variance in the dependent variable. In other word around 15.7% of the fluctuations in employees' job satisfaction, as influenced by human resource management practices, are attributable to factors beyond the scope of this model. Similarly, Table 4 presents an F-Statistic of 25.18, accompanied by a p-value of 0.000. This F-value emphasizes the validity of the estimated model. This figure indicates a significant association between the explanatory variables and the dependent variables of the study. Specifically, it demonstrates that these variables strongly influence employee job satisfaction through human resource management practices in private hospitals within the Kathmandu Valley. Additionally, the Durbin-Watson statistic has a value of 1.94, indicating an absence of autocorrelation in the

dataset utilized for the study. Moreover, the Variance Inflation Factor (VIF) of the model is below ten, suggesting the absence of multicollinearity among the independent variables incorporated in the model.

The regression analysis table indicates a positive and significant relationship between RS, TD, PA, CB and JS. Specifically, the coefficient for RS is 0.243, suggesting that a one-unit increase in recruitment and selection correlates with a 0.243 increase in employee job satisfaction. Similarly, the coefficient for TD is 0.272, indicating that a one-unit increase in training and development activities corresponds to a 0.272 increase in employee job satisfaction. Likewise, the coefficient for PA is 0.253, implying that a one-unit increase in performance appraisal leads to a 0.253 increase in employee job satisfaction. Similarly, the coefficient of CB is 0.334, indicating that a one-unit increase in compensation and benefits correlates with a 0.253-unit increase in employee job satisfaction. The regression analysis table confirms a positive and statistically significant relationship between RS, TD, PA, CB, and JS, as evidenced by the p-value < 0.01. These results suggest that enhancing recruitment and selection, training and development, performance appraisal, and compensation and benefits can substantially boost job satisfaction among employees in private hospitals of the Kathmandu valley. This finding lends support to the acceptance of hypotheses H1, H2, H3, and H4.

5. Discussion

The success of an organization largely depends on the effective implementation of HRM practices. A recent study aimed to evaluate how various HRM practices, including recruitment and selection, training and development, performance appraisal and compensation and benefits employee impact employee job satisfaction in private hospitals of Kathmandu valley. Specifically, the study revealed a positive and significant relationship between HRM practices and employee job satisfaction in private hospitals of Kathmandu valley.

Among those HR practices, compensation and benefits has a strong and significant effect with employee job satisfaction. This suggests that the compensation system plays a crucial role in shaping employee job satisfaction, followed by employee participation on training and development. A fair and competitive compensation system directly enhances employee job satisfaction by providing financial stability and recognition of their value, thereby fostering motivation, reducing turnover, and promoting overall well-being of the employees within the organization.

Moreover, Acquah (2004) have emphasized that HRM practices aim to enhance employees' skills, motivation, and retention, while Morrison (1994) and Ahmed (2016) have highlighted the significant relationship between HRM practices and employee job satisfaction, predicting that effective practices will lead to higher levels of job satisfaction. Thus, it is imperative for Nepalese private hospitals to invest considerable resources in implementing sound HRM practices to enhance job satisfaction of employees.

The outcome of the study is consistent with the findings of Butts et al. (2013), Abdirahman et al. (2018) and Chukwuka and Nwakoby (2018) which showed a significant positive impact on job satisfaction of employees with the explanatory variables of recruitment and selection, training and development, performance appraisal and compensation and benefits. The findings are also in line with the previous studies made by Sanger (2013), Abdirahman et al. (2018), Chukwuka and Nwakoby (2018) in which the researcher suggested that factors such as compensation, training and development, and performance appraisal are closely and immediately linked to employee satisfaction.

In conclusion, the study underscores a noteworthy positive association between the human resource management practices and employee motivation. This study implies that the application of human resource management practices supports for enhancing the employee job satisfaction which ultimately enhance the organizational productivity.

The result confirmed that once adapting the human resource management practices, the private hospitals enable to enhance the level of job satisfaction of employees.

6. Implications

Only a very few studies have tried to investigate the relationship between HR practices and employee satisfaction of healthcare sector in Nepalese context. Based on the findings of this study, it is advisable for health care sector to shift away from traditional approaches to new HR practices, like recruitment and selection policy, training and development, performance appraisal policy, and compensation practice. To deliver high-quality service, the HR department should embrace modern selection and growth strategies. This entails fostering a conducive working environment where employees can effectively meet customer needs. Moreover, implementing suitable incentive and appraisal systems can align employees' efforts with company objectives. Recognizing human capital as a critical asset can confer a competitive advantage and elevate the organization's strategic positioning in the market (Elrehail et al., 2020). Furthermore, the study underscores the potential interest of top management in benchmarking HR practices. As noted by Barney et al., (1997), benchmarking can illuminate industry competition dynamics and furnish valuable insights for improvement.

Additionally, this study aims to build upon prior research findings by investigating the influence of HR practices on employee satisfaction. This endeavor addresses a notable research gap identified in previous literature reviews (Jackson et al., 2014), which have emphasized the importance of conducting the relationship between HR practices and employee satisfaction. This study shows that the effective HR practices may result employee satisfaction in the organization.

7. Limitations and Directions for Future Research

This study has contributed valuable insights based on its predetermined research questions. But it is important to acknowledge its limitations and suggest avenues for further investigation. Firstly, the application of cross-sectional research design presents a notable weakness. Consequently, there is an opportunity for future researchers to explore the same topic using a longitudinal research survey design, encompassing a broader spectrum of employees and extending the geographical coverage beyond the current scope. Secondly, the study primarily focuses on examining the influence of human resource management practices, like recruitment and selection, training and development, performance appraisal, and compensation and benefits, on employee job satisfaction. However, further research is warranted to identify additional factors contributing to the advancement of job satisfaction, thus establishing a more comprehensive approach to supporting it.

However, the survey questionnaire was carefully structured to enhance the reliability of the collected data. Only the structured questionnaire was used to collect the data. To optimize future research endeavors, it is advisable to utilize a combination of data collection methods, including interviews, focus group discussions, and survey questionnaires. While diligent efforts were made to secure an adequate sample size, it is important to recognize that larger sample sizes typically lead to more robust and comprehensive results.

References

- Ahmed, N. O. A. (2016). Impact of human resource management practices on organizational citizenship behavior: An empirical investigation from banking sector of Sudan. *International Review of Management and Marketing*, 6(4), 25-37.
- Albrecht, S., Gruman, J., Macey, W., & Saks, A. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness*, 2(5), 7-35. <http://dx.doi.org/10.1108/JOEPP-08-2014-0042>
- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2023). The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model. *The International Journal of Human Resource Management*, 24(2), 330–351. <http://dx.doi.org/10.1080/09585192.2012.679950>
- Armstrong, M. (2001). *A Handbook of Human Resource Practice*. 8th Ed Kogan.
- Ashraf, J. (2017). Examining the public sector recruitment and selection, in relation to job analysis in Pakistan. *Cogent Social Sciences*, 3(1), 1-11. <http://dx.doi.org/10.1080/23311886.2017.1309134>
- Bartel, A. P. (1994). Productivity gains from the implementation of employee training programs. *Industrial relations: A Journal of Economy and Society*, 33(4), 411-425. <https://doi.org/10.1111/j.1468-232X.1994.tb00349.x>
- Basu, R. (2024). The importance of HR policies on employee performance, employee engagement and employee motivation in various organizations. *Educational Administration: Theory and Practice*, 30(5), 4272-4279. <http://dx.doi.org/10.53555/kuey.v30i5.3617>
- Berber, N., Morley, M. J., Slavić, A., & Poór, J. (2017). Management compensation systems in Central and Eastern Europe: a comparative analysis. *The International Journal of Human Resource Management*, 28(12), 1661–1689. <http://dx.doi.org/10.1080/09585192.2016.1277364>
- Bhartiya, C. (2015). Impact of training and development on employee performance in selected public sector organizations. *International Journal of Enhanced Research in Management & Computer Applications*, 4(8), 70-80. <http://dx.doi.org/10.9790/487X-2007042023>

- Boxall, P. (2016). The strategic HRM debate and the resource-based view of the firm. *Human Resource Management Journal*, 6(3), 59–75. <http://doi.org/10.1111/j.1748-8583.1996.tb00412.x>
- Bratton, J., & Gold, J. (2012). *Human Resource Management: Theory and Practice*. Palgrave Macmillan.
- Butts, M. M., Casper, W. J., & Yang, T. S. (2013). How important are work–family support policies? A meta-analytic investigation of their effects on employee outcomes. *Journal of Applied Psychology*, 98(1), 1-25. <http://dx.doi.org/10.1037/a0030389>
- Chan, J. (2010). Antecedents and consequences of pay satisfaction. An unpublished Master's thesis, submitted to Chung Yuan Christian University, Taoyuan, Taiwan.
- Chaulagain, N.& Khadka, D. (2012). Factors affecting job satisfaction among healthcare professionals at Tilganga Eye Centre, Kathmandu, Nepal. *International Journal of Scientific & Technology Research*, 4(5), 25-47.
- Chellam, C. (2019). Managers' motives for investing in HR practices and their implications for public service motivation: *International Journal of Manpower*, 47(5), 64–76. <http://dx.doi.org/10.1108/IJM-03-2016-0065>
- Chen, F. C. (2004). The study of pay satisfaction with clinical nursing personnel taking Tainan district's general hospital. An unpublished Master's thesis submitted to Tunghai University, Taichung, Taiwan.
- Chiaburu, D. S., Oh, I.-S., Wang, J., & Stoverink, A. C. (2017). A bigger piece of the pie: The relative importance of affiliative and change-oriented citizenship and task performance in predicting overall job performance. *Human Resource Management Review*, 27(1), 97–107. <https://psycnet.apa.org/doi/10.1016/j.hrmr.2016.09.006>
- Chukwuka, E. J., & Nwakoby, N. P. (2018). Effect of Human Resource Management Practices on Employee Retention and Performance in Nigerian Insurance Industry. *World Journal of Research and Review*, 6(4), 27-41. <https://doi.org/10.9790/487x-2211022032>
- Coyle-Shapiro, J., Hoque, K., Kessler, I., Pepper, A., Richardson, R., & Walker, L. (2013). *Human resource management. Undergraduate study in Economics, Management, Finance and the Social Sciences subject guide*. University of London, International programs.
- Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S. & Ibrahim, H.M.H. (2020). Employee satisfaction, human resource management practices and competitive advantage: The case of Northern Cyprus. *European Journal of Management and Business Economics*, 29(2), 125-149. <https://doi.org/10.1108/EJMBE-01-2019-0001>
- Harris, C. M., Lavelle, J. J., & McMahan, G. C. (2018). The effects of internal and external sources of justice on employee turnover intention and organizational citizenship behavior toward clients and workgroup members. *The International Journal of Human Resource Management*, 31(17), 2141-2164. <http://dx.doi.org/10.1080/09585192.2018.1441163>
- Harris, C., Cortvriend, P., & Hyde, P. (2017). Human resource management and performance in healthcare organizations. *Journal of Health Organization and Management*, 21(4), 25-45. <https://doi.org/10.1108/14777260710778961>
- Heneman, R. L. (1984). *Pay for performance: Exploring the merit system*. New York, NY: Pergamon Press.
- Huselid, Mark. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(5), 635-872. <http://dx.doi.org/10.5465/256741>
- Jackson, S. M., Hillard, A. L., & Schneider, T. R. (2014). Using implicit bias training to improve attitudes toward women in STEM. *Social Psychology of Education: An International Journal*, 17(3), 419–438. <https://psycnet.apa.org/doi/10.1007/s11218-014-9259-5>

- Jain, D., & Garg, S. (2013). Awareness towards the performance appraisal systems in HRH group of Hotels: A case study. *International Journal of Marketing Financial Service and Management Research*, 2(4), 28-49. <https://doi.org/10.47772/2023.70534>
- Jha, S., & Bhattacharyya, S. S. (2012). Study of perceived recruitment practices and their relationships to job satisfaction. *Synergy*, 10(1), 63-76. <https://doi.org/10.22441/2023.v13i2.009>
- Kabene, S.M. & Orchard, Carole & Howard, J.M. & Soriano, Mark & Leduc, R. (2021). The importance of human resources management in health care: A global context. *Journal of Health Science*, 16(4), 23-37. <https://doi.org/10.1186/1478-4491-4-20>
- Katou, A. A., & Budhwar, P. S. (2007). The effect of human resource management policies on organizational performance in Greek manufacturing firms. *Thunderbird International Business Review*, 49(1), 1-35. <https://doi.org/10.1002/TIE.20129>
- Khalid, M., Rehman, C. A., & Ilyas, D. (2014). HRM Practices and employee performance in public sector organizations in Pakistan: An Empirical study. *International Journal of Management Sciences and Business Research*, 3(2), 69-77. <https://doi.org/10.21608/cfdj.2023.245481.1847>
- Koch, M. J., & McGrath, R. G. (1996). Improving labor productivity: Human resource management policies do matter. [https://doi.org/10.1002/\(SICI\)1097-0266\(199605\)17:5<335::AID-SMJ814>3.0.CO;2-R](https://doi.org/10.1002/(SICI)1097-0266(199605)17:5<335::AID-SMJ814>3.0.CO;2-R)
- Koch, M. J., & McGrath, R. G. (1996). Improving labor productivity: Human resource management policies do matter. *Strategic management journal*, 17(5), 335-354. [https://doi.org/10.1002/\(SICI\)1097-0266\(199605\)17:5<335::AID-SMJ814>3.0.CO;2-R](https://doi.org/10.1002/(SICI)1097-0266(199605)17:5<335::AID-SMJ814>3.0.CO;2-R)
- Lama, P. (2022). Human resource practices and employee satisfaction in Nepalese commercial banks. *IJMSS*, 3(1), 15-27. <https://doi.org/10.3126/ijmss.v3i1.50238>
- Lawler, E. & Porter, L. W. (1963). Perceptions regarding management compensation. *Industrial Relations*, 3(1), 41-50. <http://dx.doi.org/10.1111/j.1468-232X.1963.tb00808.x>
- Lawler, E. (2011). *Pay and organization effectiveness: A psychological view*. New York: McGrawHill.
- Litchfield, R. E., Oakland, M. J., & Anderson, J. (2002). Promoting and evaluating competence in on-line dietetics education. *Journal of the American Dietetic Association*, 102(10), 1455-1458. [https://doi.org/10.1016/s0002-8223\(02\)90322-6](https://doi.org/10.1016/s0002-8223(02)90322-6)
- Locke, E. A., & Latham, G. P. (2022). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705-717. <http://dx.doi.org/10.1037/0003-066X.57.9.705>
- Makau, M. M., Nzulwa, D. J., & Wabala, S. W. (2023). Influence of compensation programs on organizational citizenship behavior among employees of Kenya Women Microfinance Bank Limited. *Strategic Journal of Business & Change Management*, 4(4), 587-604. <http://dx.doi.org/10.61426/sjbcm.v4i4.575>
- Marques, J. (2007). HR in all its glory. *Human Resource Management. International Digest*, 15(5), 3-6. <http://dx.doi.org/10.1108/09670730710762799>
- Memon, M. A., Cheah, J. H., Ramayah, T., Ting, H., & Chuah, F. (2029). Determination of appropriate sample size. *Journal of Applied Structural Equation Modeling*, 2(1), 1-15. [http://dx.doi.org/10.47263/JASEM.4\(2\)01](http://dx.doi.org/10.47263/JASEM.4(2)01)
- Mondy, R. W., & Robert, M. N. I. (1993). *Human Resource Management*. Allyn and Bacon, Inc.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Human Resource Management: Gaining a Competitive Advantage* (12th ed.). McGraw-Hill Education.
- Ntiamoah, E., Abrokwah, E., Agyei-Sakyi, M., Opoku, B., & Siaw, A. (2014). An investigation into recruitment and selection practices and organizational

- performance. *International Journal of Economics, Commerce and Management*, 2(11), 1-11. <http://dx.doi.org/10.11648/j.ebm.20180401.15>
- Nyangaresi, M., Nejeru, W., Mutavi, T., & Waithaka, N. (2013). Recruitment and selection process: A case of city council of Nairobi, Kenya. *Review of Contemporary Business Research*, 2(4), 40-44. <http://dx.doi.org/10.46632/rmc/4/2/1>
- Patimah, S. (2015). The influence of recruitment and selection on the performance of state elementary school principals Bandar Lampung. *International Multidisciplinary Journal*, 3(1), 165-190. <http://dx.doi.org/10.2139/ssrn.3325455>
- Pradhan, G.M. (2019). Human resource management practices and organizational performance in service sector organizations of Nepal. Kathmandu: An Unpublished Ph.D. Dissertation submitted to Faculty of Management, Tribhuvan University.
- Rafii, M., & Andri, S. (2015). The influence of employee recruitment and placement on employee performance on PT. *Online Journal of Indonesian Faculty of Social and Political Sciences*, 2(1), 1-12. <https://doi.org/10.60079/ahrmr.v1i2.75>
- Rao, P. (2010). A resource-based analysis of recruitment and selection practices of Indian software companies. *Journal of Indian Business Research*, 2(1), 32-51. <http://dx.doi.org/10.1108/17554191011032938>
- Rehman, S. (2012). A Study of Public Sector Organizations with Respect to Recruitment, Job Satisfaction and Retention. *Global Business & Management Research*, 4(1), 76-88. <https://doi.org/10.4236/2024.122021>
- Renyut, B. C., Modding, H. B., & Bima, J. (2017). The effect of organizational commitment, competence on Job satisfaction and employees' performance in Maluku Governor's Office. *IOSR Journal of Business and Management*, 19(11), 18-29. <https://doi.org/10.9790/487X-1911031829>
- Sanger, G. M. (2013). Penilaian Prestasi Kerja, Keterlibatan Kerja, Motivasi Kerja Terhadap Kepuasan Kerja Pegawai di Kejaksaan Tinggi Sulawesi Utara. *Jurnal EMBA: Journal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 1(4), 1293-1303. <https://doi.org/10.35794/emba.1.4.2013.2909>
- Sattar, T., Ahmad, K., & Hassan, S. M. (2015). Role of human resource practices in employee performance and job satisfaction with mediating effect of employee engagement. *Pakistan Economic and Social Review*, 53(1), 81-96. <http://dx.doi.org/10.1108/13620430810870476>
- Shaw, J. D., & Gupta, N. (2022). Let the evidence speak again! Financial incentives are more effective than we thought: Financial incentives are effective. *Human Resource Management Journal*, 25(3), 281-293. <http://dx.doi.org/10.1111/1748-8583.12080>
- Sivapragasam, P., & Raya, R. P. (2022). HRM and employee engagement link: mediating role of employee wellbeing. *Global Business Review*, 19(1), 147-161. <http://dx.doi.org/10.1177/0972150917713369>
- Taber, K. T. (2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, 48 (1), 1273-1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Ulrich, D. (2007). Measuring human resources: An overview of practice and a prescription for results. *Human Resource Management*, 36(3), 303-320. [https://doi.org/10.1002/\(sici\)1099](https://doi.org/10.1002/(sici)1099)
- Wright, P.M., & McMahan, G.C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295-320. <https://psycnet.apa.org/doi/10.1177/014920639201800205>
- Yahyazadeh, S. (2012). Satisfaction and performance: Path Analysis for tested of competence, commitment and discipline from employee in New Delhi India. *Research Journal of Recent Sciences*, 1(7), 59-67. [https://doi.org/10.31703/grr.2019\(IV-I\).49](https://doi.org/10.31703/grr.2019(IV-I).49)
- Zehra, N. (2016). Training & development

barometer for effective transformation of organizational commitment and overall performance in banking sectors of KPK, Pakistan: Qualitative study of workforce of bank of Khyber. *International Journal of Academic Research in Business and Social Science*, 6(6), 1-31. <http://dx.doi.org/10.6007/IJARBSS/v6-i6/2196>