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**Strategic Importance of Human Resource Practices on Job  
Satisfaction in Private Hospitals**

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**Abstract**

This study aims to define the relationship between practices of human resource management and job satisfaction of employees in service enterprises particularly within hospitals. It is aimed to investigate definitions of job satisfaction and corporate studies within framework and then to reveal the effects between job satisfaction and training, assessments, career planning, communication, work definition, awarding, preference activities which refer to practices of human resource management. Afterwards, a research conducted on human resource practices is analyzed. The study was conducted on white-collar and blue-collar human resources working in 5 private hospitals of Eskişehir Province. Survey method was used to collect research data. SPSS 22 program was used to analyze the collected data. Factor analysis, reliability analysis (Cronbachalphas), correlation analysis, and hierarchical regression analyses related to hypothesis tests were conducted to analyzed the data. Furthermore, mean and standard deviations of variables related to descriptive statistics are presented in the study.

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*Keywords:* Human Resource Practices; Job Satisfaction; Human Resources Practices scale; the Minnesota Satisfaction Questionnaire

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**1. Introduction**

As service enterprises are intensive businesses, both the effectiveness of HR practices and the job satisfaction of the employees have a vital importance. Among the health institutions that take place in service industry, one of the most important and the highest variability source is employees.

The performance and capacity of the employees are the most important factors that affect the success of the institutions. Employees' high performance and work efficiency depend on their sense of

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job satisfaction. Rapid change process on job satisfaction of health employees has been experienced lately in health services and politics and this process resulted in negative working conditions for health employees to work effective and productive (Dougherty, 1993). The relations and the environment have been unsoundness, as the wages decrease; the intense work pressure and the workload have increased, as a consequence, risks and psycho-social stress have increased (Ersoy and Yıldırım, 2001). As the health services differ from production institutions and the committed operations might lead to irremediable mistakes and significant losses, it is inevitable to pursue quality improvement of hospitals and the value improvement of employees. The qualified health services can only be provided with motivated employees. For this reason, the health manager should attach great importance to motivation and should motivate the employee and increase the job satisfaction of not only employees but also the whole institution. As the health services are directly related with humans, the employees working in health sector and especially on occupations like nursing and midwifery which needs continuous self sacrifice, the job satisfaction becomes more important (Musal, Elçi and Ergin, 1995). In the hospital organizations, employees should have full satisfaction in order to offer an effective and productive service. The job satisfaction affects the hospital employees' general lives, their physical and emotional health, their behaviors and productivity and thus affects their work positively or adversely (Tengilimoğlu and Yiğit, 2005). The human resources management practices established on organizational performance and employee behaviors, known as HR practices is one of the preeminent research subjects in developing world (Delaney and Huselid, 1996; Huselid, 1995; Katou and Budhwar, 2007; Petrescu and Simmons, 2008). In general, very limited studies have been conducted on HR practices in developing countries (Budhwar and Debrah, Sing-cited in 2001-, 2004, Yeganeh). The studies that take place in literature have been examining the human resources practices and researches.

There is an important discussion in the literature regarding whether human resources strategies, being related to strategic human resources management are an output or a process. For some academicians like Snell et al. (1996), strategic human resource management is an organizational system designed to be able to gain sustainable competitive advantage through people. For others, it is a process that combines human resource practices with business strategies (Ulrich, 1997). Similarly, Bamberger and Meshoulam (2000) describe strategic human resource management as a process through which businesses seek for combining human, social and intellectual capital of their members with strategic needs of businesses. Traditionally, human resources are regarded as a strategic way and source for value formation that can have important effects on business performance in terms of economics (Becker and Gerhart, 1996).

## **2. Human Resource Practices**

The human resources management refers to the integrity of principles and applications regarding the responsibilities about the 'human resources' of top management like human resources planning, job analysis, recruitment process, selection, orientation, charging, work evaluation, labor force training and industrial relations (Dessler, 2007). Human resources consist of principles, practices and systems that affect the behaviors, attitudes and performances of the employees (Noe, Hollenbeck, Gerhart, and Wright, 2007). To be included in the present study, practices accepted in multiple institutions like human resource practices, the recruitment and selection process, workforce education, work evaluation, charging and industrial relations have been chosen (Yeganeh and Su, 2008).

### *2.1 Job satisfaction*

The mostly welcomed definition of job satisfaction is that of Locke (1976) who defined it as a

pleasurable and positive emotional state resulting from the appraisal of one's job or job experiences (Haque and Taher, 2008). The job satisfaction is also defined as a person's general attitude to his/her own job (Robbins, 1999). The needs and requests of the employee, his/her social relations, management style and quality, work definition, charging, working conditions, opportunities committed in long term and the person's opportunity perception from the other work opportunities are accepted as criteria in definition of the job satisfaction (Byars and Rue, 1997; Moorhead and Griffin, 1999). The job satisfaction has a great effect on an employee's commitment to the company, quantity of work performed, the absence rate, the tardiness rate, occupational accidents and complaints regarding the job (Byars and Rue, 1997; Moorhead and Griffin, 1999). According to Robbins (1999), a satisfied work force might improve the workforce performance as it does not result in absenteeism and tardiness, destructive behaviors and does not contribute to health expenses.

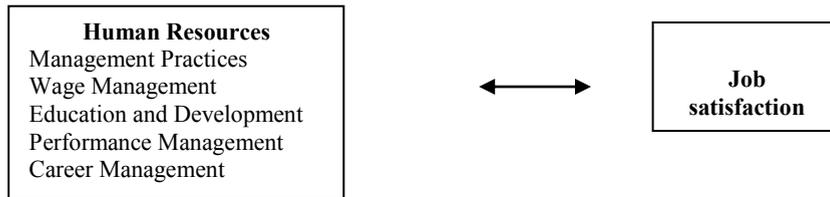
## *2.2 Human Resource Practices and Job satisfaction*

The human resource practices and the job satisfaction have been investigated in a wide range of different places in the world. The human resource practices are accepted to be closely related with job satisfaction (Ting, 1997) as most of scientist and practitioners suggest that effective and productive practices provide a better job satisfaction and eventually increase the inner performance (Appelbaum, Bailey, Berg and Kalleberg, 2000). Steijn (2004) has found that the human resource practices have a positive effect on job satisfaction in Holland public sector; and in addition to this, the personal characteristics like age, gender and education have important effects on job satisfaction. In their study conducted to investigate the effective factors in job satisfaction and the morale of nurses, Nolan et al. (1998) found that the increase in work load is a serious problem and concluded that the decrease in the traditional power of nurses and the increase in their problems have a negative effect on employee job satisfaction and morale. In a study conducted by Pınar and Arıkan 1998, a significant difference has been found between the education level and job satisfaction. In their study, Aslan and Akbayrak (2002) indicated that as the education level increases, the job satisfaction increases as well. In their study, Köse et al. (2007) have found a significant difference between the ages of health employees and their job satisfactions. Furthermore, in a study conducted by Çimen and Şahin (2000), it has been expressed that the job satisfaction level increases in parallel with the increasing age. In the studies examining the job satisfaction of health employees in Turkey, it has been indicated that the profession group with the lowest job satisfaction is nurses. Similar results have been found in the study conducted by Özalın (1997) on the job satisfaction of physicians and nurses. In the study conducted by Erdem et al. (2008), employees were compared by their duties and it was found that nurses have lower points in terms of job satisfaction. In the study conducted by Erdem et al. (2008), it was found that the have higher points. In a study conducted by Karlıdağ et al. (2000), it was found that as the working period i on the occupation increases, the job satisfaction increases as well. Furthermore, in a study conducted by Aslan, Akbayrak (2002), it was indicated that as the experience of nurses' increases per year, they seem to have more satisfaction. It has been indicated that as the working period increases, the job satisfaction level also increases, and the job satisfaction is at the lowest level in the employees with 1-5 year experience (Yılmaz et al, 2008). In a study conducted by Esatoğlu (2005), it was found that according to working style, nurses who work continuously daytime have a high level of job satisfaction, and nurses who have shift (both daytime and nighttime) from time to time have a low level of job satisfaction.

## **3. The Research Model and the Hypotheses**

The descriptive research model was used in this research. Primarily the relationship between human resource practices taking place within the scale and the job satisfaction level is examined, afterwards, in terms

of the literature study, the relationship between the practices of Wage Management, the Career Management, the Education and Development and Performance Management which are supposed to have the highest level of association with the job satisfaction and the level of heartfelt commitment to work is investigated in this study. In the research model designed to this end, the “job satisfaction” has been set as the dependent variable while the “human resource management practices” has been set as the independent variable.



There are 5 hypotheses in this research. listed as follows:

Hypothesis 1:  $H_0$ : There is a relationship between the HR practices and the job satisfaction

Hypothesis 2:  $H_2$ : There is a relationship between the Wage Management practices and the job satisfaction

Hypothesis 3:  $H_3$ : There is a relationship between the Career Management practices and the job satisfaction

Hypothesis 4:  $H_4$ : There is a relationship between the performance management practices and the job satisfaction.

Hypothesis 5:  $H_5$ : There is a relationship between Education and Development practices and the job satisfaction

### 3.1. The Research Method, Scope and Restrictions

The survey method was used to collect data in this study. The consists of 2 sections. The first section aims to put forward the situation of HR practices and it consists of a total of 36 questions. This scale was developed by Singh in 2004 in order to measure effectiveness of human resources practices (Singh, 2004). The second section of the survey aims to reveal level of job satisfaction and consists of a total of 20 questions. Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss et al. in 1967 and the frequent use of the respective scale by researchers for over thirty years makes us think that it maintains its validity in the last section; participants were asked to fill out some demographic information.

Two surveys were used in this research being mainly Human Resources Practices questionnaire and Minnesota Satisfaction Questionnaire. In this study, the survey form, which was prepared in order to determine the relationship between human resources management practices and job satisfaction from a strategic aspect, was applied to a total of 264 nurses, doctors and employees who work in 5 private hospitals within the borders of Eskisehir province.. A total of 264 people being health personnel in 5 hospitals as well as those who are not health personnel, attended the sample. A special attention was attached to the participants' voluntary filling of the survey. The highest and the lowest average values were established as 0.00 and 5.00 in analysis. The accepted significance value is  $\alpha=0.05$ . The alpha value of the survey used in this research is between 0.96 and 0.97. In terms of gender, male employees constitute 59.5% of all participants, female employees constitute 40.5%. For age groups, employees

between the ages of 36 and 40 constitute the majority of participants with a ratio of 34.7%. In addition, the majority of participants (66.4%) are university graduates. Demographic attributes are presented in Table 1 in details.

The survey of human resources practices was used in this study in order to measure perceptions of employees on effectiveness of human resources practices. This survey was developed by Singh in 2004 to measure the effectiveness of human resources practices (Singh, 2004). This survey consists of 7 sections and contains a total of 36 questions. These 7 sub-sections are as follows: recruitment, job definition, training and development, performance assessment, remuneration, career planning and development as well as employee participation.

This questionnaire consists of 20 questions and it was translated into Turkish language. There are five choices in each question, which describes the level of satisfaction that one gets from his/her job. These choices are as follows; very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied and very satisfied. The scores 1, 2, 3, 4 and 5 were respectively provided to assess these choices.

#### 4.The Analysis and the Indications

Results of the questionnaire, which was applied to participants, are analyzed in this section. The SPSS 22.0 (Statistical Package for the Social Sciences) software was used to analyze the obtained data. Attributes of the sample group, which responded to the questionnaire with descriptive statistics, are provided in the beginning of research and then the constructed hypotheses are tested.

Table 1. Demographic Attributes

Gender	Frequency	%	Education	Frequency	%	Duration of Work	Frequency	%
Female	107	41	High School/	88	34	Less than a year	12	4,6
Male	157	60	University	176	66	Between 1 and 5 years	96	36
Total	264	100	Total	264		Between 6 and 10 years	112	43
Age	Frequency	%	Marital Status	Frequency	%	Between 11 and 15 years	44	17
20-25	20	7,5	Married	125	47	Total	264	100
26-30	32	13	Single	102	39			
31-35	70	26	Other	37	14			
36-40	92	35	Total	264	100			
41 and older	50	19						
Total	264	100						

Correlation (r), R, R<sup>2</sup> (Coefficient of Determination), variance, variance analysis (ANOVA) and T statistics were used to test to what extent the model is compatible with the data and findings. The obtained results are summarized in Table 2.

Table 2. Correlation Matrix between Human Resources Practices and Job Satisfaction

Variable	1	2	3	4	5	6	7	8
1. Recruitment & Personnel Selection	1							
2. Job Definition	0.585**	1						
3. Training & Development	0.627**	0.422**	1					
4. Performance assessment	0.772**	0.811**	0.637**	1				
5. Remuneration	0.728**	0.542**	0.699**	0.715**	1			
6. Career Planning	0.356**	0.598**	0.331**	0.644**	0.533**	1		
7. Employee Participation	0.699**	0.453**	0.633**	0.610**	0.500**	0.403**	1	
8. Job Satisfaction	0.626**	0.493**	0.623**	0.615**	0.594**	0.439**	0.422**	1

\*\*Correlation is significant at the level 0.01.

Table 2 demonstrates that the variables of recruitment and personnel selection, job definition, training and development, performance assessment, remuneration, career planning and employee participation have an independent and positive correlation with job satisfaction and they are quite significant at the level of %1. Therefore, the hypothesis was accepted. As it can be seen, the maximum correlation ( $r=0.626$ ) is observed between recruitment, personnel selection and job satisfaction followed by the relationship between training, development and job satisfaction ( $r=0.623$ ), between performance assessment and job satisfaction ( $r=0.615$ ) and between remuneration and job satisfaction ( $r=0.594$ ) respectively. At this point, perfect impact of recruitment and personnel selection on job satisfaction should also be emphasized. Training and development is also an important factor for employees to have a good job satisfaction. On the other hand, albeit a strong relationship was not detected between job definition and job satisfaction ( $r=0.493$ ); career planning and job satisfaction ( $r=0.439$ ); employee participation and job satisfaction ( $r=0.422$ ), these factors are necessary for job satisfaction. Human resource practices have binary positive correlation with each other and they are statistically significant at the level of  $P < 0.000$ . The relationship between job definition and performance assessment ( $r=0.811$ ) was the highest among human resource practices and the relationship between recruitment and personnel selection and performance assessment ( $r=0.772$ ) was found to have the second highest relationship.

Furthermore, as conceptualized in the model, a multiple regression analysis was performed to find factors that affect job satisfaction. Variables, which were selected in regression analysis, were used and the model's summary as well as its analysis of variance (ANOVA) is provided in Table 3 and Table 4.

Table 3. Job Satisfaction and the Model Summary of Factors that affect Job Satisfaction

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
1	0.720(a)	0.518	0.464

Factors: Recruitment and Personnel Selection, job definition, training and development, performance assessment, remuneration, career planning, employee participation

Table 4. ANOVA

Model	Total Squares	df	Average Square	F	Sig.
1 Regression	36.958	6	6.160	9.497	.000(a)
Residual	34.375	53	.649		
Total	71.333	59			

Estimators: Recruitment and Personnel Selection, job definition, training and development, performance assessment, remuneration, career planning, employee participation  
 Dependent Variable: Job Satisfaction

It was observed in the abovementioned model that human resource practices (recruitment and personnel selection, job definition, training and development, performance assessment, remuneration, career planning, employee participation) affect job satisfaction (R<sup>2</sup>=0.518). The R<sup>2</sup> value in this model demonstrates that the rate of 51.8% variability, which can also be observed in job satisfaction, can be explained with human resource practices that are sorted as recruitment and personnel selection, job definition, training and development, performance assessment, remuneration, career planning, employee participation. The remaining 48.2% was not explained, which means that remaining 48.2% variability in job satisfaction depends variables other than those explained in the model. This variance is quite significant as it can also be seen in the F value (F=9.497 and P=0.000). Considering the assessment of the model summary presented in Table 3 with ANOVA, the model explained the most possible combination, in which variables can provide contribution to relationship with dependent variable.

Table 5. Factor Coefficients for Job Satisfaction

Models	Non-Standardized Coefficients		Standardized Coefficients	t	Sig
	B	Standard Error	Beta		
1 Constant	-.698	1.086		-.643	.523
Recruitment & Personnel Selection	.323	.170	.334	1.892	.064
Job Definition	.160	.342	.079	.469	.641
Training & Development	.404	.164	.354	2.460	.017

Performance assessment	- .071	.314	-.056	-.226	.822
Remuneration	- .033	.129	-.004	-.023	.982
Career Planning	.250	.180	.194	1.386	-.172
Employee Participation	.200	.125	.015	.365	.020

As seen in the Table 5, recruitment and personnel selection as well as training and development positively affect job satisfaction. T-value for recruitment and personnel selection is 1.892 ( $p=0.064$ ,  $df=53$ ); for training and development is 2.460 ( $p=0.017$ ,  $df=53$ ). For this reason, the hypothesis 3 and hypothesis 5 are accepted. However, recruitment and personnel selection, job definition, training and development, performance assessment, remuneration, career planning and employee participation remained in the rejection zone. Therefore, the hypothesis 2 and hypothesis 4 were not accepted. Thus, it can be inferred that recruitment and personnel selection as well as training and development have clear effects on job satisfaction.

## 5. Conclusion

The highest positive value of the correlation between human resources practices and job satisfaction presented in correlation matrix demonstrates that a special focus should be attached to training and development, performance assessment and remuneration and particularly recruitment and personnel selection so as to be able to improve job satisfaction of the private hospital employees in question. In addition, it is also observed that recruitment and personnel selection as well as training and development have an important effect on job satisfaction. The data collected in this study only aim to data understand the topic.

Even though this study is restricted to determine impacts of HR practices on job satisfaction, it would be useful to give brief information about the interferences obtained from the study. In this respect, the following statements will be useful. Private hospitals should; offer an extensive training and development program for their employees, follow a detailed human resource planning, carefully materialize their recruitment and selection processes, use an appropriate job evaluation system, at least offer reasonable wages to their employees, establish healthy industrial relations with their personnel based on mutual trust between employees and employers, provide good working environments. This environment will enable employees to work more effectively, -encourage their employees to work better. This incentive can be ensured by means of reward, motivation and other additional benefits. Employees should be trained to adapt to new technologies and to improve their careers, be neutral in promotions. In other words, promotions should be done according to competences and/or experiences of employees, provide equal opportunities of employment. In other words, employees should not discriminate against women, minorities or older workers, create a work method, which also incorporates issues such as working hours, overtime salaries and hourly pay, design appropriate working environments. provide suitable opportunities such as appropriate equipment, shift breaks and division of labor to their employees for them to do their job well, determine complaint, discipline and resignation procedures accurately.

To put effort to determine direction of relationship between human resource practices of businesses and job satisfaction of employees from a strategic aspect will be an important strategic tool in terms of standing out among competition. Enterprises which ensure job satisfaction through changes in human resource practices will be able to move one step forward in terms of organizational performance.

Employee satisfaction is an element that cannot be overlooked in private health sector, where competition is particularly high. Human resource practices, which will increase job satisfaction, are vital in terms of increasing the quality of health service for both health personnel and for other employees in private hospitals. It is very important for a hospital to keep its employees in areas where competent (knowledgeable, skilled and having a positive attitude) employees are present. Employees with high job satisfaction will work to improve the performance of their hospitals. Job satisfaction of employees, which are engaged in a serious occupation like human health, has a strategic importance for hospitals to maintain their existence.

Even though this study is restricted to determine impacts of human resource practices on job satisfaction, these statements obtained from the study should not be ignored. One of the research restrictions is the small size of the sample. This study did not include all human resources practices in the examined private hospitals. According to the present research conducted in private hospitals, it was observed that there is a correlation between human resources management practices and job satisfaction.

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