A STUDY ON RELATIONSHIP BETWEEN HRM PRACTICES, EMPLOYEE WELLBEING AND PERFORMANCE IN THE SELECTED PRIVATE HOSPITALS IN TIRUCHIRAPPALLI

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ABSTRACT

Most businesses aim to be in a healthy state. It therefore makes sense that if their employees are in a good state of health and well-being, this must surely contribute to the company’s successful performance as healthy and fit employees are essential to ensuring a company remains efficient and profitable. Employee wellbeing is steadily rising up the business agenda as more employers recognize the business benefits and contribution that can be made by introducing workplace health and employee wellbeing policies. HR practices increase the value of the human capital through flexibility and development and as such, the wellbeing of the workforce is critical to the performance and survival of organizations. The fourth general point is the motivational processes of social exchanges, which is used to explain the links between HRM practices and employees’ wellbeing at work. The population of the study consists of employees (Administration and Nurses) working in leading selected private hospitals in Tiruchirappalli. The sample size for the study is 150, by adopting purposive sampling technique. A fundamental responsibility of managers/Supervisors is the delivery and implementation of HR Practices and to ensure that the perception of support, trust, fairness and consistency are maintained amongst workers. At a practical level, it is noteworthy that these influential factors fall within the purview and control of human resource policy makers and practitioners.
INTRODUCTION

The idea of employee wellbeing has been steadily growing in popularity over time, however is employee wellbeing something new or just a re-labelling of traditional occupational health, absence management and good management practice?

Most businesses aim to be in a healthy state. It therefore makes sense that if their employees are in a good state of health and well-being, this must surely contribute to the company’s successful performance as healthy and fit employees are essential to ensuring a company remains efficient and profitable.

Employee wellbeing is steadily rising up the business agenda as more employers recognize the business benefits and contribution that can be made by introducing workplace health and employee wellbeing policies.

Occupational health has begun to develop as a discipline with a focus of helping organizations to care for their employees. Occupational health support has been more readily available in the larger organizations where services have been traditionally focused on seeing employees when they were already sick. This emphasis on prevention rather than cure is slowly shifting with the result that employee wellbeing is improving among all those of working age rather than just those employees that are already sick.

Employee wellbeing does not exist on its own or in the workplace but within a social context. Recent years have seen individuals’ lives affected by social, lifestyle and employment changes but despite these shifts people still have the same basic physical and mental needs for social support, physical safety, health and a feeling they are able to cope with life. Increasingly, they are demanding that employers help them to achieve this, particularly as a large part of their lives are spent at work.

There are many varied definitions of employee wellbeing. The (Chartered Institute of Personnel Development (CIPD), believes that employee wellbeing at work initiatives need to balance the needs of the employee with those of the organization. They define it as: Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization.

Employee wellbeing is more than an avoidance of becoming physically sick. It represents a broader bio-psycho-social construct that includes physical, mental and social health. Well employees are physically and mentally able, willing to contribute in the workplace and likely to be more engaged at work. Other CIPD research shows employee engagement influences a range of variables, including employee turnover and absence.

The achievement of personal well-being involves a number of positive decisions regarding lifestyle. This is very different to stress avoidance with the negative connotation of being unable to cope and falling ill prior to any action being taken. In
their ideal form, well-being initiatives are proactive and work to enable employees to achieve their full potential – physical, mental, social, intellectual and spiritual.

Well-being at work, therefore, is not merely about managing a physical and cultural environment with the limited aim of not causing harm to employees. It requires organizations to actively assist people to maximize their physical and mental health. The well-being approach also brings benefits for people at all levels inside and outside the workplace. It makes the workplace a more productive, attractive and responsible place to work.

Employee wellbeing runs the risk of being dismissed as a gimmick unless those involved in its introduction and promotion demonstrate the positive business benefits that it brings. To be effective, employee wellbeing needs to be part of a regular business dialogue and to be deeply embedded into an organizational culture. The well-being dialogue can be beneficial to employees’ health by making employees feel valued and by giving them an opportunity to use their experiences to improve their working environment.

Many organizations are trying to create a balance between maximizing productivity and the risk that their employees may burn out, making costly errors or resigning. An understanding of a holistic approach that underlies well-being, and development of initiatives coordinated with other HR policies can offer an approach to achieve that balance.

Perhaps the most important factor in employee wellbeing is the relationships employees have with their immediate manager. Where there are strong relationships between managers and staff, levels of employee are enhanced. A good manager will recognize the strengths, likes and dislikes of their team members and will be able to recognize when the volume or complexity of the work is too much for a particular team member. The more capable that line managers are in identifying the personal interests and concerns of the individual, the more likely they will be able to create a team where employee well-being becomes an integral part of getting the job done.

**EMPLOYEE WELLBEING INVOLVES**

- Having a sense of purpose, feelings of fulfillment and meaning
- Possessing an active mind that is alert, open to new experiences, curious and creative
- Having a network of relationships that are supportive and nurturing
- Maintaining a healthy body by making healthy choices about diet, exercise and leisure
- Developing an attitude of mind that enables the employee to have self-confidence, self-respect and to be emotionally resilient

The increasing interest in wellbeing at work has emerged against the backdrop of the general decline in nature of workplace ill health resulting from physical, psychosocial and personal factors. The Department for Work and Pensions (2006) comment that healthy and fit employees are essential to ensuring a company remains efficient and profitable. Similarly, Tehrani (2007)) points out that wellbeing in the workplace is steadily rising up the business agenda as more employers recognize the benefits and contribution that can be made by introducing workplace health and wellness policies. Strategies embraced by policy makers as well as organisations for tackling employees ill health issues are through good employment practice, effective return to work and rehabilitation strategies, as well as through proactive employee wellbeing support by employers (Department for Work and Pensions, 2006).
All businesses strive to be in a healthy state. If their employees are not in a good state of health and wellbeing, this is likely to contribute to successful performance (Economic and Social Research Council, 2006; MacDonald, 2005). Despite the appeal for such initiatives, until recently there has been relatively little empirical research devoted to clarifying the dimensions of the link between HRM practices, employee wellbeing, and performance relationship. This is certainly true for employees' wellbeing at work within the public sector. Given the impact that management implementation of people management practices can have on employees (Guest, 2002; Pfeffer, 2005; Purcell, 2003) and given the considerable changes, which have occurred in the public sector over the past decade and are still occurring, this seems a fascinating and essential area of investigation.

With this in mind, the issue of employee wellbeing at work has increasingly attracted Government attention, as employment will continue to change (Department for Work and Pensions, 2005). Concentration on problems such as absenteeism and accidental injury is giving way to a broader vision of what a healthier and happier and more productive workforce can achieve in terms of higher performance and productivity (Department for Work and Pensions, 2005; Economic and Social Research Council, 2006). Therefore the fundamental principle outlined by policy makers are that all working age people have the opportunity to make the optimum contribution to their organizations while enjoying a safer, more satisfying and healthier working life (Department for Work and Pensions, 2006). This vision of “Health, work and wellbeing – caring for the future” has been embraced by cutting edge companies that have invested deeply in the wellbeing of their workforce are now reaping the benefits as it appears that wellbeing at work is increasingly being recognized as an important factor in determining organizational success (Peccei, 2004; Tehrani, 2007; Warr, 2002).

HR practices increase the value of the human capital through flexibility and development and as such, the wellbeing of the workforce is critical to the performance and survival of organizations. The fourth general point is the motivational processes of social exchanges (Blau, 1964; 2006), which is used to explain the links between HRM practices and employees’ wellbeing at work. Social exchange theory (Blau, 2006) suggests that where there is perceived support from supervisors and employee trust in managers, then employees will reciprocate and respond with positive work attitudes through increased motivation and commitment that can lead to enhanced performance.

THEORETICAL BACKGROUND

HRM Practices and Performance

Human Resource Management is a unitary system of management that attempts to elicit employees’ commitment to (Guest, 2001), and involvement in (Wood, 1999), the purposes and goals of the organization. Its principles and techniques influence how the whole organisation is managed (Marchington and Wilkinson, 2005). Traditionally, HRM is believed to improve business performance in response to external threat of increasing competition (Guest, 1999). Moreover, there has been growing interest in the notion of “best practice” human resource management sometimes referred to as “high performance work systems” (Appelbaum, 2000), “high commitment” (Guest, 2001) or “high involvement” (Wood, 1999). With this in mind,
managers are now endeavoring to develop a committed and qualified workforce in a climate of trust and comradeship (Gould-Williams, 2004).

This approach is in contrast to the orthodox view in which employees were used objectively and rationally as any other capital resource (Legge, 1995). Even further, employee responses to HRM practices are at the heart of all HRM-performance models (Purcell and Kinnie, 2006) because the link between employee reactions and their subsequent behaviour is critical.

Past research suggests that when HR practices are used in conjunction with each other, the impact on performance will be greater than when used in isolation (Guest, 1998). In other words, organizations attempting to introduce individual HR practices will observe minimal if any change in performance, whereas those organizations successfully introducing a range of practices (generally referred to as “bundles”) will experience a more dramatic change in performance (Gould-Williams, 2004; Guest et al., 2003). Similarly, employee behaviour is usually subdivided into those concerning affective or attitudinal outcomes like job satisfaction and organization commitment referred to as organizational citizenship behavior (OCB) (Purcell and Hutchinson, 2007).

Therefore, employees interpret organizational actions like human resource practices (Gallie, 2001) and the trustworthiness of management (Snape and Redman, 2003) as indicative of the organization’s commitment to them (Wood and Albanese, 1995). This is supported by Armstrong and Baron’s (2005) view that people and their collective skills, abilities, knowledge and experience, coupled with their willingness to deploy these into the interests of their employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage.

The growing body of literature and research revealed little consensus about which “bundle” of HRM practices should be included in the analysis of HRM practices. Wood and Albanese (1995) argue that a variation in organization policy or bundles of HRM policies is likely to be most effective in enhancing commitment. With this in mind, this study adopted those HRM practices identified by advocates of the “high commitment” approach (Guest, 1998; Pfeffer, 2005) that was modified for the UK/European context (Marchington and Wilkinson, 2005). There are generally mixed views regarding the number and nature of HRM practices (Guest, 1998) but it is generally accepted that six practices used in this study helps form the core (Pfeffer, 2005; Guest, 2001). These are thought to represent those used by UK/European private sector managers who have successfully achieved competitive advantage through the workforce (Marchington and Wilkinson, 2005). However (Guest, 1998) suggests that it is unlikely that any one organization will utilize all these practices or even perform them equally well. Therefore, the list should be regarded, in the first instance at least, as a standard by which mangers may monitor the level and extent of HR activity within the organisation.

The HRM practices signal management’s trust in employees and include:

Selection practices and internal promotion – This is a critical element of HRM and when an organisation adopts a strategy of achieving superior performance through the workforce, it will need the right people and will need innovative recruitment and selection strategies to obtain the right employees. Internal promotion is generally seen as a critical way to retain key members of the workforce (Pfeffer, 2005). Having

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recruited, developed and trained the “right sort of people”, it is unlikely that managers want to see these workers leave the organization.

**Employee voice** – employee voice has been viewed as an aspect of “high commitment” HRM, and it is considered essential that workers should have the opportunity to express their grievances openly and independently, in addition to being able to contribute to management decision making on task-related issues (Gould-Williams, 2004).

**Employee involvement, information sharing** – employee involvement is an essential component of the high commitment paradigm. Open communication about business matters ensures workers are informed about organizational issues and conveys a symbolic and substantive message that they are to be trusted in an open and positive manner (Marchington and Wilkinson, 2005).

**High compensation contingent on performance** – there are a growing number of managers within the private sector who now reason that if employee performance results in enhanced organisational performance, then employees should share in the benefits received. In other words, they feel that workers should be appropriately and equitably rewarded for their effort.

**Extensive training, learning and development** – having recruited outstanding talent, employers need to ensure that these people remain at the forefront of their field in terms of professional expertise and product knowledge gained through training which facilitates learning so that people can become more effective in carrying out aspects of their work (Bramley, 2003).

Finally, the sixth HRM practice is – Greater involvement in decision making and work teams – open communication about financial performance, strategy and operational matters not only ensures workers are informed about organisational issues, it also conveys a symbolic and substantive message that they are to be trusted in an open and positive manner, which in turn promoted performance. Second, they suggest that for team working to be successful workers require information in order to provide a basis from which to offer their suggestions and contribute to improvements in organizational performance. Participation can provide management with some legitimacy for its actions on the grounds that ideas have been put forward by workers and or at least considered by them before decision are ultimately made. Organisations that have tapped the power of teams have often experienced excellent results in performance (Pfeffer, 2005) through the pooling of ideas and improving work processes. It is suggested that through team working employees are encouraged to work together rather than on their own. Consequently, it is suggested by (Guzzo and Noonan, 1994) that employees often interpret HRM practices in unintended and eccentric ways in that an HRM practice can have different consequences depending on the employees’ predisposition. Thus, it is important to collect employees’ views of HRM practices rather than relying on HRM policy directives.

**Social exchanges**

In organisations HRM practices are implemented by line managers who manage the workforce for organisational performance. Promotion of social relationships by line managers is associated with employee beliefs and attitudes towards their employer, as seen in organisational commitment and job satisfaction (Chartered Institute of Personnel Development (CIPD), 2007). Eisenberger (1990) suggest that the process of social exchange is initiated by organisations when a general perception concerning the extent to which the organisation values employees’ general contributions and cares
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for their wellbeing is achieved. With this in mind, once employees’ perceive that organisations value and deal equitably with them, they will reciprocate these “good deeds” with positive work attitudes and behaviours (Aryee, 2002).

In social exchange, each partner in a relationship must somehow persuade the other of his/her trustworthiness (Haas and Deseran, 1981). However, Blau (1964) argues that trust is built up incrementally through a series of gradually increasing investments in the relationship, a series in which the partners can demonstrate their trustworthiness to each other. This is consistent with the view of (Whitener, 1997) who suggests that social exchanges are dependant on actors (line managers and employees) orienting themselves towards a general norm of reciprocity. Therefore, trust is regarded as a critical factor underpinning social exchanges in that the act of initiating social exchange relationships requires the originator to trust that the recipient will respond in kind (Blau, 2006; Haas and Deseran, 1981; Aryee et al., 2002). Mayer et al. (1995) define trust as the willingness of a party (employees) to be vulnerable to the actions of another party (line manager) based on the expectations that the recipient will perform a particular action important to the trustor, irrespective of the ability of the trustor to monitor or control the recipient.

The above review highlights, the six “high commitment” HRM practices as well as social exchanges that exist between line managers and employees in the implementation of such practices. This relationship promotes trust between employees and employers, which in turn contributes to organizational success and performance. The “high commitment” HRM practices may not be appropriate in all settings, but core practices may be essential in gaining employee wellbeing at work, reduced absenteeism and improved performance.

Employee wellbeing at work impacts positively on performance

The concept of employee wellbeing at work promotes advantages to organizations of having a healthy workforce (Cooper and Robertson, 2001). Therefore, the dynamics of employee wellbeing at work is pivotal in the understanding of the different domains that affect the quality of life at work. Research has been undertaken by economists, sociologists and psychologists into understanding people’s sense of wellbeing or distress (Cox et al., 2005; Chartered Institute of Personnel Development (CIPD), 2007; Kersley, 2006; Peccei, 2004; Warr, 2002). According to Warr (2002) cognitive factors that affect the quality of life is likely to be linked to people’s perception of their own level of wellbeing. Therefore effective wellbeing (psychological) emphasises the centrality of feelings about life. Nevertheless, Currie (2001) views employee wellbeing at work as the physical and mental health of the workforce. That is, employees should be working in a stress-free and physically safe environment. Bakke (2005) supports this view and notes that wellbeing can be linked to promoting an environment that make-work exciting, rewarding, stimulating, enjoyable and proposes that joy-filled workplaces improve financial performance.

Personal wellbeing does not exist on its own or in the workplace but within a social context (Chartered Institute of Personnel Development (CIPD), 2007). Thus, individual lives are affected by social relations with organizational agents, lifestyle and employment changes (Guest, 1998). However, despite these shifts (Tehrani, 2007) suggest that people still have the same basic physical and mental needs for social support, physical safety, health and a feeling that they are able to cope with life. With this in mind, employees are looking to employers to help them to achieve this since a large proportion of their lives are spent at work. In order for employers to

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assist employees with their personal wellbeing at work they will need to create an environment to promote a state of contentment, which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization (Tehrani, 2007).

A healthy organization is critical for survival in this competitive global environment in which we all live, work and operate. Essential factors leading to organizational and personal wellbeing involves open communication, team working and co-operation, flexibility, support, and a balance between work and personal life (Kraybill, 2003). For organizations to be able to remain sustainable it is inevitable that promoting the wellbeing of its employees is a necessary need to enhance performance, and thereby survival and further development of the organization (Currie, 2001). This view is reinforced by (Schuster, 1998) who purports that a significant relationship exists between attention to employees and superior organizational performance. Introducing wellbeing at work into business and public sector organizations is likely to introduce a change in the organizational climate that makes room for innovative practices that can produce positive organizational outcomes.

**Employee commitment**

Organizational commitment is the heart of human resource management and the central feature that distinguishes HRM from traditional personnel management (Guest, 1998). The concept of organizational commitment refers to a person’s affective reactions to characteristics of his employing organization (Cook and Wall, 1980). It is concerned with feelings of attachment to the goals and values of the organization, one’s role in relation to this, and attachment to the organization for its own sake rather than for its strictly instrumental value. Commitment is an internalized employee belief, often associated with “soft HRM” and a high-trust organizational culture (Mathews and Shepherd, 2002) and is frequently associated with an exchange relationship between the employer and employee.

From the employees’ perspective, they commit to an organization in return for certain rewards, which can be extrinsic (salary) and intrinsic (belonging, job satisfaction). Legge (1995) suggests that the attitude conceptualization suggests that committed employees have a strong belief in and acceptance of the organization’s goals and values, show a willingness to exert considerable effort on behalf of the organization and have a strong desire to maintain membership with the organization. As such, affective commitment is viewed as an employee’s positive attachment to the employing organisation and a willingness to contribute towards the attainment of organizational goals (Mowday et al., 1979). However employee commitment to an organization can be identified as factors underpinning behavior where individuals may experience commitment to multiple foci (e.g. organization, management, co-workers, career, and groups), which may predict a range of attitudes and behaviors. People are an organization’s most important asset and their effective development and deployment offers a distinctive and non-imitable competitive advantage through employer and employee engagement. The second component of employee wellbeing at work is job satisfaction.

**Job satisfaction**

According to Jernigan (2002) work satisfaction is one’s sense of satisfaction not only with work but also with the larger organizational context within which work exists.
Job satisfaction is more narrowly defined as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences (Locke and Latham, 1990). Similarly, Fisher et al. (2004) claim that job satisfaction includes the positive feelings associated with the rewarding aspects of a job that can intuitively lead to improved work performance. Currie (2001) suggests that satisfaction is related to the degree to which an individual is satisfied with the terms and conditions of employment and the factors that make up the physical work environment. For example, individuals may be satisfied with their salaries and how well they get on with their peers and work, or are satisfied with company policy. Therefore, job satisfaction and job involvement are attitudes which are determined by individual’s perceptions of their total job situations, including the physical work environment, the terms and conditions of their employment and the degree to which they are given autonomy, responsibility, authority and empowerment in their jobs (Kersley, 2006). This study frames the perceptions of job satisfaction and its effects on employees’ attitudes in terms of social exchanges between employees and employers. The next section discusses work-life balance satisfaction, which is the third factor that describes employee wellbeing at work.

Work-life balance satisfaction

The changing world of work has presented several challenges to the wide-ranging discourse of work-life balance. There are various social, political and economic changes that have served to raise the profile of work-life balance in workplaces as well as amongst policy-makers and commentators (Daniels and French, 2006). Bratton and Gold (2003) define work-life balance as the need to “balance work and leisure/family activities”. The leisure activities might include such things as the desire to travel, be involved in community activities and the need to care for older relatives. This is further supported by (Platt, 1997) who suggests that a happy medium needs to be found between the demands of work and home and argues that their needs to be a “balance” between work and life.

The changing demographic composition of the labour market, especially increasing female participation, has undoubtedly served to raise the tricky issue of balancing working lives outside household tasks (Houston, 2005). The need for paid work to be compatible with caring responsibilities has become an important policy issue. Those with caring responsibilities for people with disabilities and of the elderly also face challenges in combining their work and non-work roles (Hurst, 2006). Childcare arrangements pose particular difficulties for single parents and dual-earning parent households (Bacon et al., 2005). But work-life balance difficulties are not confined to particular groups of employees as argued by (Daniels and French, 2006) who explain that all workers are working longer and working harder than they have done for over a generation.

However, WERS 2004 survey show evidence to suggest that a requirement to working full-time or long hours, disadvantages employees with caring responsibilities, who are often women (Kersley, 2006). Requiring employees to work long hour’s conflicts with the objective of creating “a level playing field” in the workplace, in line with the managing diversity agenda (Liff, 2003). Therefore, it is vital that organizations that have a diverse workforce, embrace the concept of work-life balance. If organizations were able to offer a range of different motivators (i.e. flexible working practices) then it is likely that employees will find something that fits with their needs that contributes to their motivation. Alternatively (Daniels, 2006)
argues that employees seek employment in an organization that fits with their personalities and is more likely to provide motivators that meet their needs. With this in mind, work-life balance satisfaction has become of key importance to organizations and is also an issue that is indicative of the individual nature of the employment relationship.

**SCOPE OF THE STUDY**

This study sought to investigate the effects of HRM Practices on employee wellbeing at work in Selected Private Hospital in Tiruchirappalli. Management who are responsible for the implementation of HR practices will be interested to know that by promoting commitment, trust and support through positive relationship with employees they can influence the extent to which employee wellbeing at work is positively or negatively promoted. By promoting employee wellbeing at work at all levels within their organization, managers can thus contribute to developing a workforce, which is more committed, satisfied with their jobs and work-life balance and more positively predisposed towards enhanced performance, reduced absenteeism and turnover.

**STATEMENT OF THE PROBLEM**

The purpose of the research is to show that, though essential, the achievement of business-oriented performance outcomes has obscured the importance of employee wellbeing at work, which is a neglected area of inquiry within the field of human resource management. Instead the emphasis typically placed on the business case for HRM suggests a one-sided focus on organizational outcomes at the expense of employees. With this in mind, this research seeks to examine the effects of HRM practices on employee wellbeing and performance.

**OBJECTIVES OF THE STUDY**

- To study the association between selected personal profiles and HRM practices.
- To identify the present employee well being in the organization.
- To study the relationship between the dimensions of employee wellbeing in the organization.
- To analyze the employee well being at work and its impact towards performance.

**METHODOLOGY**

The study is descriptive in nature. The population of the study consists of administration employees and nurses who are working in the leading hospitals in Tiruchirappalli. The administration employees and nurses working in the same hospital for more than 24 months were considered as sampling unit. The questionnaire was explained and circulated to 210 nurses, who were working more than 24 months. Out of 170 circulated questionnaire, 154 questionnaire were returned, in which 150 was usable. The structure questionnaire consists of II parts. The first part consists of personal profiles related to the selected samples. The second part consists of dimensions related to the study. The dimensions are Job Satisfaction, Employee Commitment, Work Life Balance Satisfaction, Supervisory Support, Trust in Management and HRM Practices. The collected data was analyzed and tabulated with the help of statistical package (SPSS V.21). The objectives formulated in this study
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were analyzed with statistical tools like Chi Square, Correlation and Multiple Regression. For this study purposive sample technique will be appropriate.

ANALYSIS AND INTERPRETATION

Personal Profiles
The study reveals that 72% of the respondents were female and the remaining 28% of the respondents were male. Majority of the respondent’s age wise classification shows that 44% of the respondents were below 30 years. The educational qualification of the respondents shows that 42% of the respondents were either Diploma or Undergraduate. The selected sample shows that 40% of the respondents work experience lies between 36 – 48 months. The reliability and validity of the dimensions were checked. All the dimensions explained above 60% of the total variance.

To identify the association between selected personal profiles and HRM Practices in the selected Hospitals

<table>
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<tr>
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<th>df</th>
<th>Sig</th>
<th>Result</th>
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<tr>
<td>02.</td>
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<td>05.</td>
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<td>.051</td>
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</table>

The above table shows the relationship between selected personal profiles and HRM practices in the Selected Hospitals. The result shows that Age, Gender, Educational Qualification, and Designation have no association with HRM practices. The work experience founds to have association with HRM practices in the hospitals.

To identify the strength, Direction and Relationship between dimensions of the study

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>Job Satisfaction</th>
<th>Employee Commitment</th>
<th>Work Life Satisfaction</th>
<th>Supervisory Support</th>
<th>Trust in Management</th>
<th>HRM Practices</th>
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<td>-.205</td>
<td>.184</td>
<td>.327*</td>
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<tr>
<td>Sig. (2-tailed)</td>
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<td>.077</td>
<td>1.000</td>
<td>.152</td>
<td>.201</td>
<td>.021</td>
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<table>
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<th>Job Satisfaction</th>
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<td>.254</td>
<td>.399**</td>
<td>.491**</td>
<td>.224</td>
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<tr>
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<td>1.000</td>
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<td>.000</td>
<td>.117</td>
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<tr>
<td>Sig. (2-tailed)</td>
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<td>.479**</td>
<td>.590**</td>
<td>.017</td>
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</table>

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The above correlations table shows the relationship between the various dimensions (Job Satisfaction, Employee commitment, Work life balance Satisfaction, Supervisory Support, Trust in Management and HRM Practices)

**Job Satisfaction**
The correlation between job satisfaction and other dimensions Employee commitment, Work life balance Satisfaction, Supervisory Support, Trust in Management shows no significance except HRM Practices which was mildly correlated with job satisfaction .021.

**Employee Commitment**
The correlation between employee commitment and the dimensions shows that Supervisory Support and Trust in Management was highly significant .399 and .491 respectively and positively correlated.

**Work Life Balance Satisfaction**
The correlation between work life balance satisfaction and other dimensions shows that Supervisory Support and Trust in Management was highly significant .479 and .590 respectively and positively correlated.

**Supervisory Support**
The correlation between supervisory support and other dimensions shows that three dimensions Employee Commitment, Work life Balance Satisfaction and Trust in Management was highly significant .399, .479 and .399 respectively and positively correlated.

**Trust in Management**
The correlation between trust in management and other dimensions shows that three dimensions Employee Commitment, Work life Balance Satisfaction and Supervisory Support were highly significant .491, .590, .399 and positively significant and the correlation between trust in management and HRM Practices shows mild correlation .315.
A Study on Relationship between HRM Practices, Employee Wellbeing and Performance in The Selected Private Hospitals in Tiruchirappalli

HRM Practices
Correlation between HRM Practices and other dimensions shows mild correlation between job satisfaction and trust in management .327 and .315 respectively.

To identify the Cause and Effect between the Employee Wellbeing and Performance with selected dimensions of the study

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>F (.Sig)</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.849</td>
<td>.722</td>
<td>.683</td>
<td>18.574</td>
<td>(.000)</td>
</tr>
</tbody>
</table>

Predictors: (Constant), HRM Practices, Work Life Balance Satisfaction, Job Satisfaction, Employee Commitment, Supervisory Support, Trust in Management

Dependent Variable: Employee Wellbeing and Performance

The model summary table shows R-Square for this model is .722. This means that 72.2% percent of the variation in Employee wellbeing and performance (dependent variable) can be explained from the 6 independent variables. The table also shows the adjusted R-square for the model as .683. The F value is 18.574 and it is significant which shows the appropriateness for multiple regressions.

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>(Constant)</td>
<td>-7.812</td>
<td>1.361</td>
<td>-.5741</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>.676</td>
<td>.255</td>
<td>.243</td>
</tr>
<tr>
<td>Employee Commitment</td>
<td>.412</td>
<td>.284</td>
<td>.147</td>
</tr>
<tr>
<td>Work Life Balance Satisfaction</td>
<td>.596</td>
<td>.198</td>
<td>.324</td>
</tr>
<tr>
<td>Supervisory Support</td>
<td>.860</td>
<td>.239</td>
<td>.377</td>
</tr>
<tr>
<td>Trust in Management</td>
<td>-.713</td>
<td>.241</td>
<td>-.349</td>
</tr>
<tr>
<td>HRM Practices</td>
<td>1.229</td>
<td>.165</td>
<td>.678</td>
</tr>
</tbody>
</table>

To determine if one or more of the independent variables are significant predictors of Employee Wellbeing and Performance. Out of 6 independent statements 5 are found to be statistically significant.

The standardized coefficient beta column reveals that Job Satisfaction has a beta coefficient .243 which is significant at (.011). Employee Commitment has a beta coefficient .147 which is not significant at (.153). Work Life Balance Satisfaction has a beta coefficient .324 which is significant at (.004). Supervisory Support has a beta coefficient .377 which is significant at (.001). Trust in Management has a beta coefficient -.349 which is significant at (.001). HRM Practices has a beta coefficient .678 which is significant at (.000).

MANAGERIAL IMPLICATIONS
This study sought to investigate the effects of HRM Practices on employee wellbeing at work and performance in the selected hospitals. The findings presented offered
strong support that management support and trust were pivotal to good relations between managers/Supervisors and employees that subsequently promoted employee wellbeing at work. This strengthens the argument that employee wellbeing at work should be pursued as a business case in the service sector like hospitals.

A fundamental responsibility of managers/Supervisors is the delivery and implementation of HR Practices and to ensure that the perception of support, trust, fairness and consistency are maintained amongst workers. At a practical level, it is noteworthy that these influential factors fall within the purview and control of human resource policy makers and practitioners. Moreover, managers could exert an influence on commitment, job satisfaction, work-life balance satisfaction, trust and support given by helping to establish and maintain selection practices; employee voice; employee involvement; communication; performance management; training and development; decision making and team working.

There are practical implications to be drawn from these findings. Management who are responsible for the implementation of HR practices will be interested to know that by promoting commitment, trust and support through positive relationship with employees they can influence the extent to which employee wellbeing at work is positively or negatively promoted. By promoting employee wellbeing at work at all levels within their organization, managers can thus contribute to developing a workforce, which is more committed, satisfied with their jobs and work-life balance and more positively predisposed towards enhanced performance, reduced absenteeism and turnover.

The implications of these findings for management are that positive relationships can be embedded into the organisational climate through the promotion of support, development of trust and involvement amongst workers. This is likely to be promoted through effective implementation of HRM practices by managers’ relationships with employees that are likely to promote positive attitudes and behavior, which shape the culture and work environment.

REFERENCE

A Study on Relationship between HRM Practices, Employee Wellbeing and Performance in The Selected Private Hospitals in Tiruchirappalli


