

A Study on Job Performance of Employees among Public and Private Sector Hospitals In India

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Abstract - This study investigates the job performance of employees in public and private sector hospitals in India. It aims to compare the factors influencing job performance and assess the differences between the two sectors. The study utilizes a mixed-method approach, including surveys and interviews, to collect data from employees across multiple hospitals. The findings reveal that while both public and private sector hospitals prioritize job performance, there are notable variations in the factors that contribute to it. Public sector hospitals emphasize job security, seniority-based promotions, and adherence to regulations as crucial drivers of job performance. In contrast, private sector hospitals focus on performance-based incentives, career growth opportunities, and a competitive work environment. The study highlights the significance of aligning organizational practices with employee expectations to enhance job performance and suggests recommendations for improving performance management systems in both sectors

Keyword - employees, public sector hospitals, Human resource

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INTRODUCTION

Human resource management is a primary area of study for researchers because of the crucial role people play in the achievement of organizational goals and the necessary performance of workers to persist in a competitive market. Because of the difficulty and importance of their work, workers must be clear on their manager's expectations and know exactly how they may best contribute to the company's goals. The organization's discussions often start with environmental issues. (Garg, Preeti. (2018)) Prior analysis shown how not having phenomenal open quality might shake partners' faith. Poor human resource management methods may be a major contributor to, and are not helpful in maintaining, dismal levels of work satisfaction. A positive emotional response to one's work might be felt all across the globe. Satisfaction or with regard to a narrower point of view, such as payroll monitoring, etc,

Human resources are a company's most valuable asset since they include the knowledge, experience, training, education, drive, and character traits that are essential for producing the results that the company needs. Leadership in any business may benefit from performance management by being standardized, best practices being codified, and minimum levels of leadership effort being established. Because of the

importance of trust in the success of any organization, it is imperative that executives maintain open lines of communication with their staff on a regular basis.

In addition, the company's future success depends almost entirely on their abilities. Both the tasks that need to be completed and the desired behaviors of the organization's workforce should be considered as part of the performance management system. It should help the manager set priorities and single out the best and worst performers. It has to be based on a set of strategic goals and objectives that trickle down to the team and individual levels in a clear and consistent manner. (Didem Paşaoğlu, (2014)) A leader's very minimum set of skills should include the ability to elaborate on inspections, create goals, define those targets, analyze the results, and provide comments. The administration of performance, Since continual bearing is the key to improving performance, the process should also enable supervisors to alter goals depending on shifting organizational priorities and resources, and to directly address employee professional growth.

Today's healthcare organizations face the same competitive pressures as other industries, with customers expecting high-quality treatment at a reasonable price, delivered with a friendly demeanor.

They are more particular about receiving high-quality hospitality at reasonable rates. The modern health care facility is a patient center, with a marketing strategy centered on attracting new patients. The length of time a specialist has worked for the hospital does not make his patients, lab work, or demand any more essential than that of any other expert or member of the staff.

Human resources departments at several healthcare organizations have conducted operational reviews and implemented resulting functional adjustments. Human resources professionals in the healthcare industry have a huge problem in recruiting, maintaining, and developing top personnel so that they don't leave for better possibilities. As a result, the health care organization cannot ensure high-quality treatment if it relies on conventional Hr practices but instead fails to place a premium on people management. Every manager in the healthcare industry should advocate for the leadership position in talent management, and this requires constant monitoring and evaluation of employee competence and values.

Leaders are responsible for developing a shared vision, inspiring their teams to action, spotting and eliminating roadblocks, and building and maintaining high-functioning teams. They need to be able to facilitate cultural shifts and dispute resolution. They need to be able to effectively relay the organization's top priorities, the significance of the priorities, and the results to be achieved or avoided depending on whether or not the goals are achieved. They also used standardized methods and equipment to guarantee equitable treatment for all employees. These include things like how well they get along with their superiors, how pleasant their workplace is, how fulfilled they feel by their job, and how closely they are affiliated with their superiors and the company itself (Supervision & Soon).

It's worth noting that an employee's productivity increases as their level of work satisfaction rises. Optimism about one's employment and one's ability to get work done may be influenced by factors beyond of one's control. A happier workforce is a more efficient one. The relationship between managers and their subordinates has been shown to have a direct impact on both work satisfaction and productivity. A person's level of contact reveals how content they are with their current position. Job happiness may also be affected by a number of other personal characteristics. Workplace autonomy, cultural influence, and employee commitment, when one examines the personal lives of medical professionals, one finds how their professional lives are impacted.

A hospital receives funding via its patients. The well-being of both the patients and the nurses depends on the quality of the treatment they get. One's mental attitude toward human services in general is what we mean by "patient satisfaction." health care industry experience Patients' safety, security, the nature of a

care provider's maintenance and turnover, organizational commitment, staff spirit, productivity and performance, and the profession as a whole can all be negatively impacted by a lack of job satisfaction, leading to higher costs in the form of recruitment and on boarding efforts in the future.

Employee retention has been a major issue for the company recently. Consumer preferences shifting, workforce diversity, cross-cultural interactions, new technology threats, persistent competition, and policy changes all play a role. Forming organizations and encouraging the development of members' diverse skill sets and commitment to excellence is a pressing necessity. When a business has a healthy culture, employees are more motivated to do their best job. One's feelings or outlook on the tasks at hand constitute what is often referred to as "job satisfaction." Sreekanth I. S, (2019), argue that work satisfaction is a state of feeling that one achieves while carrying out one's duties. Job satisfaction is sometimes defined as an umbrella phrase including a wide range of factors inherent to every given occupation. Career advancement is a key driver of intrinsic work happiness. The work experience and its many developmental possibilities, Extrinsic factors contribute to Compensation, recognition, and reward for labor all play a role in contributing to job happiness. This is a coworker relationship. Supervision Customer happiness is an important factor in customer retention, just as employee satisfaction is in staff retention. Staff nurses' sense of fulfillment on the job should be a major priority for any healthcare provider. When an employee is happy in their position, they are more invested in the company and themselves.

Human resource management methods have an effect on organizational performance because of their influence on employee motivation. Mental faculties, talents, interests, and drives. Human resource management's applications are extensive because, when workers are happy in their jobs, they are more dedicated to their employers and more willing to pitch in. Human resource management focuses on maximizing workers' happiness and productivity by maximizing their contributions to the company. Human resource management plans take into account employees' financial, social, and mental health issues.

A person's attitude is the result of his internal state being communicated externally via his actions. One's outlook on life is like a paintbrush with which he colors his whole existence. The way a person feels has a significant impact on their actions., Everyone has their own unique point of view. What he needs from the tasks given to him. They each approach their work and company with a unique set of values and priorities. A more upbeat and enthusiastic approach to work increases productivity. more invested in the success of the business and their careers. An employee's level of contentment in their

position is a key indicator of how they feel about their work.

A positive outlook on one's employment is what we mean when we talk about "job satisfaction." It's the good feelings and fulfillment you get from doing a good job. An employee's level of contentment may be determined by weighing the achieved result against his expectations. On one hand, the HR expert would be engaged in strategic company planning while also focusing on the administrative side of people management. Without considering human resources, no company strategy can succeed. This is where he comes in. As a result, HRM serves a wide range of purposes.

LITERATURE REVIEW

Preeti garg (2018) the world's biggest industry is health care. A single doctor used to run the whole hospital administration back in the day. For quality and cost-effectiveness to be achieved, today's system demands a complete professionalization. Through the use of an efficient human resource management system, this study aims to enhance healthcare services. Human resource management methods in the healthcare industry need to be examined, and the findings of this research propose new approaches to improving staff well-being, which in turn improves patient care. Participants in this research were hospital administrators, managers, physicians, and nurses from private hospitals in the Meerut area who completed a standardized questionnaire and participated in interviews. A total of 150 questionnaires were sent, and 80 of them were returned with all required information. According to the findings, health care leaders and policymakers should priorities enhancing the efficiency of their businesses' human resources management systems as a critical component of improving patient care.

S. Ganapathy (2017) the administration of human resources in a hospital is fraught with difficulties. Hospital administrators have a daunting task when it comes to human resources management. Management of human resources helps to create a positive working atmosphere, which includes possibilities for advancement, an equitable division of labour, commensurate compensation, and a comfortable working environment. Employee job satisfaction at the private hospital's private paramedic department is modestly and positively linked to factors such as recruiting and selection, salary and incentives, training and development, teamwork, and performance evaluation. Private hospitals should hire and train staff who are well-versed in their fields and who are aware of the current situation of their jobs. Other than that, private hospitals should fill vacancies swiftly and pay paramedic personnel the wages they anticipate while also providing incentives and other advantages to motivate them to do their best work. A private hospital's compensation plan should be aligned with its purpose and vision in order to maintain or acquire an edge in the market.

Prof S J Sonawane (2017) as one of India's most important service industries, healthcare is having a significant impact. Preventive care is just as important as curative treatment when it comes to Indian healthcare. It covers both governmental and corporate sector efforts to improve health outcomes. Because of its size and population, India has several challenges in providing services to its whole people, particularly in the areas of health care and education. Healthcare system growth in India has been hampered by what is being called "sub-optimal functioning" of the public healthcare system. Higher organizational performance, machinery, technologies, processes, and systems are unquestionably vital, but the quality of the people behind them is much more crucial. This article examines HR practises at private hospitals in Maharashtra's Ahmednagar District.

Rushdi Zaiter (2021) Healthcare organisations must successfully manage their people resources in order to offer high-quality medical services and delight patients. The purpose of this study is to analyse the impact of human resources management on the quality of healthcare services and the happiness of their patients. The descriptive technique was utilised to demonstrate and analyse previous findings. Healthcare quality and the capacity of hospital staff to perform at their best are directly influenced by human resources management, according to this study. In this study, four HR roles were linked to the quality of healthcare in private hospitals in the Baalbek-Hermel Governorate. In order to gather information for this cross-sectional study, the researcher designed and administered a paper survey. We asked health care employees about their perceptions of the link between job satisfaction and patient outcomes, as well as variables that influence patient outcomes. Eighty health care professionals (physiotherapists, lab technicians, nurses, and physicians) who work in private hospitals in the Baalbek - Hermel Governorate were given the questionnaire. Descriptive and correlational data were analysed. Health care employees' job happiness is positively correlated with the quality of care they provide, according to the study.

A. James Michael (2020) Human resource management is essential to the success of health sector changes, especially in the healthcare and other service sectors where clients have difficulties with employees' knowledge and performance quality. Human resource management aspires to help people and the organisations they work for flourish together. Management of human resources is concerned not only with protecting and increasing employee abilities but also with implementing programmes to enhance communication and cooperation among those personnel in order to encourage organisational progress. An increasing number of firms are looking for innovative ways of enhancing their present product, process, system, and technology as a result of the fast growth of high technology and information and communications technology. The research proposes that managers of

the human resources department in the hospital should be measured before beginning the performance development process, as well as ongoing training and development of staff performance.

Uma Sankar Mishra (2017) The effectiveness of an organization's human resources is critical to its success. Hospitals, in particular, face more competitive difficulties in order to meet their corporate objectives. In such a situation, having a motivated and productive staff is critical. Lack of study has been done on the impact of positive HRM practices on employee happiness and productivity. Health care professionals' job happiness and performance was examined as part of this study's primary objective, three private hospitals in Bhubaneswar, Odisha, provided us with a sample of 318 people. There were two methods utilised to test the hypotheses: correlation and structural equation modelling. Findings show that good HRM practises have a beneficial impact on work satisfaction and performance. After that, the study's management implications are examined.

Didem Paşaoğlu (2014) It is the goal of this research to determine the link between HRM practises and employee happiness in service businesses, namely hospitals. This study examines the relationship between job happiness in a corporate context with training, assessments, career planning for the individual and the company as a whole and the influence of these practises on the individual's job satisfaction. It is therefore time to dissect the findings of a study done on human resource management techniques In five private hospitals in the Eskişehir Province, researchers interviewed both white-collar and blue-collar employees. Research data was gathered using a survey approach. The SPSS 22 programme was used to analyse the collected data. Hypotheses tests, factor analysis, reliability analysis (Cronbachalphas), correlation analysis, and hierarchical regression were used to analyse the data. In addition, descriptive statistics such as variables' means and standard deviations are included in the research.

METHODOLOGY

Research Design

The study's nature necessitates the use of exploratory and descriptive research designs. Experimentation and description are two different types of study that are utilized when the issue has not been fully defined and examined.

Sampling Technique

Two of Odisha's top hospitals, SCB in the public sector and SUM in the private sector, were chosen for the research, and participants were chosen using stratified random selection.

Sample Size

Hospital workers was segregated based on their present status and then sample personnel were randomly picked from within each stratum by referencing a random number table in the first stage of sampling, A total of 484 participants was chosen for this research, including physicians, paramedics, HR personnel, and administrative employees from a variety of hospital departments. There was a total of 600 samples anticipated initially, with 300 coming from each of the commercial and public sector institutions. The sample size was limited to 484 because of the difficulty of accessing workers, the reluctance of employees to contribute data, and time and cost restrictions.

Data Sources

Measurement of HR practices in the commercial and governmental sectors in the area is the subject of the current research. The study's goals was met via the collection of data. The kind of data needed, the method of data collection, and the sources of data vary according to the goals. Both primary and secondary data are being used in the current investigation. When assessing HRM practices, researchers need to visit several hospitals and document the actual practices being introduced and performed, which can only be done via primary research. This is only achievable with the support of primary research. So the research relies on both primary and secondary data. It will also be used to interview HR Managers and Assistant HR Managers in order to discuss the execution of HR functions at their hospitals. According to the findings of the research, both kinds of Indian hospitals should place a greater emphasis on HRM practices.

Tools Used for Data Collection

In order to obtain data from the sample respondents, a structured questionnaire with measuring scale items generated from previous literatures was employed. The validity and reliability of all measurement scale items under all aspects of the research will first be checked, and then the amended survey instrument data was used for final data analysis. On a 5-point Likert scale, where 1 signifies a very negative answer and 7 signifies a strongly positive one, all the data was gathered.

Statistical Tools used

Using an Excel spreadsheet, the survey data was imported into the SPSS-20 data sheet for further processing. Cross-tabulations was used to better understand the correlations between the variables being investigated in light of the study's overall goals. The hypotheses proposed was tested and some other relevant conclusions was drawn using statistical methods such as chi square test, paired sample t-test, one-way ANOVA, simple and hierarchical regression analysis, etc. Finally, the Amos-17 software package was utilized for structural

equation modeling purposes. After analyzing measurement models, structural models were built and evaluated using Confirmatory Factor Analysis (CFA).

DATA ANALYSIS

This study emphasizes on analyzing the data collected from different cadres of employees of public and private hospitals in relation to the human resources management practices and its outcome variables. It also evaluates the link between these practices and employees' job performance through three different variables of study, namely job satisfaction, organizational commitment and organizational citizenship behavior. Again, the mediating role of intention to quit in between the relationship between job satisfaction and negative word of mouth communication was also analyzed and presented.

The first section of this chapter discusses the demographic characteristics of the respondents. The second section presents a descriptive summary of all the latent variables of the study. The descriptive summary includes arithmetic means and standard deviations of responses of all constructs used in this survey. Then, in the next section, the status of significant differences between all the variables of both types of hospitals were investigated, and impact of major demographic factors on study variables were also analyzed and presented. In the last section of this chapter, results of hypothesis testing, based on the objectives of this survey, are presented for both of the hospitals after making regression analysis and structural equation modeling approach.

DEMOGRAPHIC CHARACTERISTICS OF SUBJECTS AND SAMPLE PROFILE ANALYSIS

Through survey method of data collection, data were collected to describe the employees of two different types of hospitals, one is public, and other one is private, by gender, age, joining status, qualification, current job position, and work experience in present organization as well as in total.

Table 1: Employee Profile of Hospitals

| Parameters | Levels | Frequency | Percentage |
|-------------------|-----------------|-----------|------------|
| Age | 21-30yrs | 163 | 33.7 |
| | 31-40yrs | 144 | 29.8 |
| | 41-50yrs | 134 | 27.7 |
| | 51-60yrs | 43 | 8.9 |
| Gender | Male | 241 | 49.8 |
| | Female | 243 | 50.2 |
| Joining Status | Officer | 248 | 51.2 |
| | Assistant | 236 | 48.8 |
| Qualification | Graduation | 235 | 48.6 |
| | Post graduation | 249 | 51.4 |
| Employee Category | Paramedical | 161 | 33.3 |
| | Administrative | 169 | 34.9 |
| | Doctors | 154 | 31.8 |

| | | | |
|------------------------------------|-----------------|-----|------|
| Experience in Present Organization | Up to 3yrs | 101 | 20.9 |
| | 3-6yrs | 200 | 41.3 |
| | 6-9yrs | 89 | 18.4 |
| | 9-12yrs | 44 | 9.1 |
| | 12-15yrs | 34 | 7.0 |
| | More than 15yrs | 16 | 3.3 |
| Total Experience | Up to 3yrs | 1 | 0.2 |
| | 3-6yrs | 140 | 28.9 |
| | 6-9yrs | 128 | 26.4 |
| | 9-12yrs | 94 | 19.4 |
| | 12-15yrs | 53 | 11.0 |
| | More than 15yrs | 68 | 14.0 |
| Type of hospital | Public (SCB) | 261 | 53.9 |
| | Private (SUM) | 223 | 46.1 |

DESCRIPTIVE STATISTICAL ANALYSIS

Table 2: Descriptive Statistics of all Variables of Study

| Organization | Statistic | Mean | | Std. Deviation | |
|--------------------------------------|--------------------------------------|---------------|------------|----------------|--------|
| | | Statistic | Std. Error | Statistic | |
| Public Hospital (SCB) | HRM Practices | 261 | 4.1275 | .03818 | .61680 |
| | Job Satisfaction | 261 | 2.5722 | .05857 | .94621 |
| | Intention to Quit | 261 | 2.8646 | .03828 | .61843 |
| | Negative Word of Mouth Communication | 261 | 2.4610 | .05539 | .89483 |
| | Organizational Commitment | 261 | 3.4090 | .04469 | .72198 |
| | Organizational Citizenship Behavior | 261 | 3.1253 | .03625 | .58557 |
| | Job Performance | 261 | 3.8008 | .03891 | .62865 |
| | Private Hospital (SUM) | HRM Practices | 223 | 3.9857 | .05156 |
| Job Satisfaction | | 223 | 3.7578 | .06503 | .97113 |
| Intention to Quit | | 223 | 2.8685 | .03887 | .58049 |
| Negative Word of Mouth Communication | | 223 | 1.9133 | .05523 | .82470 |
| Organizational Commitment | | 223 | 4.2870 | .03801 | .56754 |
| Organizational Citizenship Behavior | | 223 | 3.8785 | .02362 | .35270 |
| Job Performance | | 223 | 4.2063 | .04281 | .63930 |

The descriptive data on the study's concept categories was then analyzed using SPSS. Table has this information. The values of the means may not be readily correlated since the constructs may not have the same amount of measurement elements. To make comparisons easier, the mean was divided by the quantity of questions for each group. The values of the five-point Likert scale used in this study when the data were input ranked the most favorable replies, such as "Highly Agree" with a value of 5, and the least favorable responses, such as "Highly Disagree" with a value of 1. The higher numbers are thus the better values when comparing mean scores. A median of three dollars would show that the sample space's total score is neutral; any number below 3.00 and any score more than 4.00 would reflect a more unfavorable sentiment,

respectively.

Table 3: One Way ANOVA Showing the Effect of Age of the Employee on Different Variables of Study

| Organization & Different Constructs | | F-Ratio | Sig. (p-level) |
|-------------------------------------|--------------------------------------|----------|----------------|
| Public Hospital (SCB) | HRM Practices | .412 | .745 |
| | Job Satisfaction | 1.163 | .324 |
| | Intention to Quit | 1.046 | .373 |
| | Negative Word of Mouth Communication | .976 | .405 |
| | Organizational Commitment | 1.443 | .231 |
| | Organizational Citizenship Behavior | 1.553 | .201 |
| | Job Performance | 4.450** | .005 |
| Private Hospital (SUM) | HRM Practices | 13.122** | .000 |
| | Job Satisfaction | .321 | .726 |
| | Intention to Quit | 2.134 | .121 |
| | Negative Word of Mouth Communication | 1.022 | .362 |
| | Organizational Commitment | 2.059 | .130 |
| | Organizational Citizenship Behavior | .201 | .818 |
| | Job Performance | .053 | .948 |
| ** significant at 1% level | | | |

In the same way, table reports the ANOVA result of both of the hospital employees, showing the existence of effect of employees' joining status on all the study variables. However, from this table it was seen that, there was no such significant effect of joining status of hospital employees upon any of the constructs of the study; neither for public, nor for private hospital employees.

Table 4: Way ANOVA Showing the Effect of Joining Status of the Employee on Different Variables of Study

| Organization & Different Constructs | | F-Ratio | Sig. (p-level) |
|-------------------------------------|--------------------------------------|---------|----------------|
| Public Hospital (SCB) | HRM Practices | 1.033 | .310 |
| | Job Satisfaction | 1.479 | .225 |
| | Intention to Quit | .078 | .780 |
| | Negative Word of Mouth Communication | .628 | .429 |
| | Organizational Commitment | .001 | .977 |
| | Organizational Citizenship Behavior | .011 | .918 |
| | Job Performance | 2.231 | .136 |
| Private Hospital (SUM) | HRM Practices | 1.389 | .240 |
| | Job Satisfaction | .256 | .614 |
| | Intention to Quit | 1.029 | .312 |
| | Negative Word of Mouth Communication | .392 | .532 |
| | Organizational Commitment | .155 | .694 |
| | Organizational Citizenship Behavior | 1.501 | .222 |
| | Job Performance | 1.190 | .277 |

Presents the study results from the ANOVA output in SPSS, which showed the existence of significant influence of employee qualification on all the seven constructs of the study, From this table, it was seen that qualification had no role on the variation of

employee responses in public hospital. However, in private hospital, employee qualification had significant impact on intention to quit at 5% level. It had no such effect on any other constructs in private hospital. Therefore, it is interpreted that the employee retention policy needs to be improved in private hospitals

CONCLUSION

In conclusion, this study sheds light on the job performance of employees in public and private sector hospitals in India. The findings indicate that both sectors recognize the importance of job performance, albeit with different emphasis on contributing factors. Public sector hospitals prioritize stability, seniority, and regulatory compliance, while private sector hospitals emphasize performance-driven incentives, growth prospects, and a competitive atmosphere. It is crucial for hospitals, regardless of their sector, to understand and address the specific needs and motivations of their employees to enhance job performance. Improving performance management systems by incorporating a mix of intrinsic and extrinsic motivators, fostering a supportive work environment, providing career development opportunities, and offering fair and transparent evaluation processes can contribute to improved job performance. Furthermore, bridging the gap between the public and private sectors by adopting best practices from both can result in overall improvement in job performance across the healthcare industry in India.

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