

# A Study on Employee Well-Being and HRM Practices at the Selected Private Hospitals in Uttar Pradesh

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DOI: [https://doi.org/10.63001/tbs.2025.v20.i01.S.I\(1\).pp74-80](https://doi.org/10.63001/tbs.2025.v20.i01.S.I(1).pp74-80)

## KEYWORDS

Employee Wellbeing, Organization Commitment, Job Satisfaction, HRM Practices

Received on:

12-01-2025

Accepted on:

10-02-2025

Published on:

25-03-2025

## ABSTRACT

The majority of organizations want to be in good condition. Thus, it stands to reason that if their staff members are in good health and are fit and well, this must undoubtedly help the business operate smoothly. For a business to continue operating profitably and efficiently, its workforce is crucial. The importance of workplace health and employee wellness policies to businesses is growing, as more companies realize the benefits to their operations and the potential impact they might have. The welfare of the workforce is vital to the operation and survival of businesses because HR policies improve the value of human capital with the help of flexibility and development.

## INTRODUCTION

Over time, the concept of employee wellness has gained traction. But is it a novel concept or merely a repackaging of conventional workplace health, absence control, and good management practices?

The majority of firms want to be in good standing. So, it stands to reason that if their staff members are in good health and are in good physical condition, this must undoubtedly help the business operate successfully, since having fit and healthy staff members is crucial to a business's continued profitability and efficiency. Employers are beginning to appreciate the commercial gains and benefaction that can help in implementing workplace health and workforce welfare policies, which is why employee wellbeing is gradually moving up the corporate agenda.

The motivational processes engaged in social exchanges are the subject of the fourth important point, which clarifies the association between HRM practices and well-being of worker at work. Nurses and administrative workers from a few top private hospitals in Uttar Pradesh make up the study's population. A sample size of 150 was chosen using a purposive sampling technique. When it comes to delivering and putting HR strategies into effect, managers and supervisors are vital in making sure that workers feel supported, trusted, treated fairly, and treated consistently. From a practical standpoint, it is noteworthy that human resource policymakers and practitioners bear the duty and control over these crucial aspects. Although the concept of employee welfare has been gaining traction over time, is employee wellbeing. The field of occupational health has started to take shape, with the goal of assisting businesses in providing for their workforce. In big firms where services are typically

centered on taking care of employees after they become ill, work health help is provided. The emphasis is on prevention rather than treatment is gradually changing, which has the effect of enhancing employee wellness across the board for all employees of working age as opposed to just those who are already ill. Employee well-being is a social construct rather than something that occurs in isolation or at work. People's lives have been impacted in recent years by social, lifestyle, and employment factors. In addition to ensuring that employees are informed about organizational concerns, free communication related to economic performance, strategy, and operational ideas send a meaningful and symbolic information that they can be trusted in a good way, which in turn helps in improving performance. Next, they contend that in order to teamwork to succeed, employees require information so that a foundation can be build upon which to make recommendations and help improve organizational performance. Employee engagement can give management few reasons for the decisions as it shows that ideas are given by the employees and it is taken into consideration before final decisions are made. This study looked into how HRM methods affected employee performance and well-being in a few different hospitals. The results presented compelling evidence that management support and trust are essential for promoting pleasant supervisor-employee interactions and enhancing well-being of worker at work. This strengthens the case for employee well-being as a strategic business strategy in service-oriented industries like hospitals. HRM is a critical tool in deciding the performance of employees.

The field of occupational health has started to take shape, with a goal of companies to take good care of its workers. Support for

occupational health has been easier to come by in larger firms where services have historically been provided. Numerous companies are attempting to strike a balance between increasing production and the possibility that their staff could become burned out, make costly mistakes, or decide to leave. A strategy to achieving that balance can be provided by developing efforts in coordination with other HR policies and by recognizing the holistic perspective that underpins well-being. The rapport that workers have with their immediate management may be the most significant component in determining employee wellbeing. Employee levels are increased in environments where managers and workers have excellent working ties. An effective manager will be able to identify each team member's skills, preferences, and dislikes in addition to determining whether a certain team member is overburdened by the amount or complexity of work.

#### **EMPLOYEE WELLBEING INVOLVES**

- Feelings of fulfillment and meaning;
- Maintaining a network of caring and supporting relationships
- Preserving health by making wise decisions on diet, exercise, and leisure
- Creating a mentality that empowers the worker to be emotionally robust, self-assured, and respectful of them.
- Possessing an alert, receptive, inquiring, and creative mind;
- Feelings of fulfillment and significance;

The general fall in the nature of workplace illness caused by physical, mental, and personal reasons has given rise to a growing interest in workplace wellbeing. According to the Department for Work and Pensions (2006), maintaining a company's efficiency and profitability depends on having people who are in good health. In a similar vein, Tehrani (2007) notes that as more companies become aware of the advantages and potential impact of implementing workplace health and wellness policies, workplace wellbeing is gradually moving up the corporate agenda. Policy makers and organizations have adopted ways to address health issues among employees, including excellent employment practices, successful return to work and rehabilitation plans, and proactive employer support for employees' well-being.

Every company aspires to be in a healthy state. Successful performance is likely to be impacted if the health and well-being of their personnel are poor (Economic and Social Research Council, 2006; MacDonald, 2005). Even though these programs are popular, there hasn't been much empirical study done up until recently to define the specifics of the relationship between HRM practices, employee welfare, and performance. This is undoubtedly the case for workers' well-being in the public sector. This seems like a fascinating and important area of research given the effects that management implementation of people management practices can have on employees (Guest, 2002; Pfeffer, 2005; Purcell, 2003) and given the significant changes that have occurred and are still occurring in the public sector over the past decade.

In light of the fact that employment will continue to change, the topic of employee welfare at work has garnered increased attention from the government (Department for Work and Pensions, 2005). A broader understanding of what a healthier, happier, and more productive workforce can achieve in terms of higher performance and productivity is replacing the focus on issues like absenteeism and unintentional injury (Department for Work and Pensions, 2005; Economic and Social Research Council, 2006).

The well-being of the workforce is crucial to the success and survival of businesses because HR strategies boost the value of human capital through flexibility and development. The fourth general point, which explains the connections between HRM practices and workers' well-being at work, is the motivational processes of social exchanges (Blau, 1964; 2006). According to social exchange theory (Blau, 2006), employees who feel supported by their managers and who trust them will, in turn, respond positively at work by becoming more motivated and committed, which can improve performance.

#### **THEORETICAL BACKGROUND**

##### **HRM Practices and Performance**

A unified approach to management, human resource management seeks to elicit employees' involvement and commitment to the

organization's objectives and goals (Wood, 1999; Guest, 2001). Its methods and guiding concepts affect how the entire organization is run (Marchington and Wilkinson, 2005). HRM has historically been thought to enhance company performance in reaction to the external danger of growing competition (Guest, 1999). Furthermore, the concept of "best practice" human resource management—also known as "high performance work systems" (Appelbaum, 2000), "high commitment" (Guest, 2001), or "high involvement" (Wood, 1999)—has attracted increasing attention. Keeping this in mind, These days, managers are working to create an environment of trust and camaraderie while cultivating a qualified and dedicated staff (Gould-Williams, 2004).

This method goes against the conventional wisdom, which held that workers should be treated as any other capital resource—objectively and rationally (Legge, 1995). According to Purcell and Kinnie (2006), employee reactions to HRM practices are also at the core of all HRM-performance models since there is a crucial correlation between employee reactions and their future behavior.

Previous studies indicate that the performance impact of combining HR strategies will be higher than that of using them separately (Guest, 1998). Put differently, firms that try to implement individual HR practices will see little to no change in performance; on the other hand, organizations that successfully implement a variety of practices (often referred to as "bundles") will see a more significant change in performance (Gould-Williams, 2004; Guest et al., 2003).

Consequently, workers see organizational behaviors such as HR policies (Gallie, 2001) and management's dependability (Snape and Redman, 2003) as a sign of the company's dedication to them (Wood and Albanese, 1995). Armstrong and Baron's (2005) perspective, which holds that people and their collective skills, abilities, knowledge, and experience—as well as their willingness to apply these to the benefit of their employing organization—are now acknowledged as a major source of competitive advantage and as contributing significantly to organizational success, supports this.

There isn't much agreement on which "bundle" of HRM activities should be included in the analysis of HRM practices, according to the rising corpus of literature and research. According to Wood and Albanese (1995), the best way to increase commitment is probably to vary an organization's policies or package HRM policies. In light of this, the HRM methods recommended by proponents of the "high commitment" approach (Guest, 1998; Pfeffer, 2005) that were adjusted for the UK/European setting (Marchington and Wilkinson, 2005) were incorporated into this study. Although opinions on the quantity and type of HRM practices vary widely (Guest, 1998), it is generally acknowledged that the six practices included in this study serve as the foundation (Pfeffer, 2005; Guest, 2001).

These are believed to be the ones employed by private sector managers in the UK and Europe who have been effective in gaining a competitive edge through employee development (Marchington and Wilkinson, 2005). But according to (Guest, 1998), it is improbable that any one organization will apply all of these strategies or even execute them with comparable effectiveness. As a result, managers should at the very least use the list as a baseline to keep an eye on the volume and nature of HR activities throughout the company.

**The HRM practices ensure management's trust in employees and include Selection process and internal promotion-** This is a crucial component of HRM, and when a company decides to use its staff to achieve higher performance, it will require creative recruitment and selection techniques to find the suitable candidates. Most people agree that internal promotion is an essential strategy for keeping important employees (Pfeffer, 2005). Having Managers are unlikely to want to see "the right sort of people" leave the company after having hired, developed, and trained them.

**Employees voice-** Employee voice has been seen as a component of "high commitment" human resource management (HRM), and it is thought to be crucial that employees be able to freely and publicly voice their complaints as well as participate in management decision-making regarding tasks-related matters (Gould-Williams, 2004).

**Employee involvement, information sharing-** A crucial element of the high commitment paradigm is employee involvement, which includes information exchange. According to Marchington and Wilkinson (2005), transparent communication on business matters guarantees that employees are aware of organizational challenges and sends a strong and symbolic message that they are to be trusted in an honest and constructive way.

**Good Compensation based on performance-** A rising percentage of managers in the private sector now believe that workers should earn a portion of the benefits if their performance improves organizational performance. Put differently, they believe that employees need to receive fair and just compensation for their efforts.

**Better Training, Learning & Development-** The recruitment of talented employees must ensure they help in the goal attainment of the organization.

**Involvement in decision making and team work-** In addition to ensuring that employees are informed about organizational concerns, open communication regarding financial performance, strategy, and operational topics sends a meaningful and symbolic message that they can be trusted in an open and constructive way, which in turn improves performance. Secondly, they contend that in order for teamwork to succeed, employees need information in order to give themselves a foundation upon which to make recommendations and help enhance organizational performance. Employee participation can give management some justification for its decisions because it shows that ideas have been presented by employees and/or at least taken into consideration before final decisions are made. Companies that have harnessed the power of teams have frequently seen exceptional performance outcomes (Pfeffer, 2005) as a result of idea sharing and improved workflow. It is stated that teamwork encourages employees to collaborate rather than work alone. Thus, it is proposed by Guzzo and Noonan (1994) that employees frequently understand HRM procedures in unexpected and peculiar ways, since an HRM practice can have varying effects based on the employee's inclination. Therefore, rather than depending just on HRM policy directions, it is crucial to gather employees' opinions about HRM procedures.

**Social Exchange-** Line managers oversee the workforce for the organization's performance and adopt HRM practices. According to the Chartered Institute of Personnel Development (CIPD), 2007, fostering social interactions by line managers is linked to employee attitudes and views about their employer, as demonstrated by organizational commitment and work satisfaction. According to Eisenberger (1990), organizations start the social exchange process when there is a widespread belief about how much they regard and care about the general contributions made by their employees.

for their well-being is attained. In light of this, workers will return organizations' "good deeds" with positive work attitudes and behaviors as soon as they believe that they are valued and treated fairly (Aryee, 2002).

Each relationship partner in social trade needs to convince the other of their credibility in some way (Haas and Deseran, 1981). On the other hand, Blau (1964) contends that trust develops gradually over the course of a series of ever larger relationship investments, a series in which the partners can show one another how trustworthy they are. This is in keeping with the theory put out by Whitener (1997), who contends that social exchanges depend on actors (workers and line managers) aligning themselves with a general reciprocity standard. Because establishing a social exchange connection necessitates the originator's confidence that the recipient would reciprocate, trust is considered a crucial component supporting social exchanges (Blau, 2006; Haas and Deseran, 1981; Aryee et al., 2002).

This relationship helps in building trust between the employees and employer leading to the success of the organization.

**Impact of employee well being on the performance-** The idea of "wellness at work" highlights the benefits that companies can get from having a fit workforce (Cooper and Robertson, 2001). Thus, a grasp of the various domains that impact the quality of life at work necessitates an understanding of the dynamics of employee wellbeing at work. Researchers studying people's experience of well-being or suffering include economists, sociologists, and psychologists (Cox et al., 2005; Chartered Institute of Personnel

Development (CIPD), 2007; Kersley, 2006; Peccei, 2004; Warr, 2002). According to Warr (2002), people's perceptions of their own wellbeing are probably connected to cognitive variables that impact life quality. As a result, psychologically effective wellbeing emphasizes the importance of life experiences. However, Currie (2001) defines workplace employee wellness as the workers' physical and mental well-being. In other words, workers ought to be able to operate in a physically secure and stress-free setting. In support of this theory, Bakke (2005) observes that creating an environment that makes work exciting, fulfilling, engaging, and pleasant can have a positive impact on wellbeing and suggests that happy workplaces enhance financial success.

Personal wellness is a social construct rather than something that occurs in isolation in the workplace (Chartered Institute of Personnel Development (CIPD), 2007). Thus, social interactions with organizational agents, as well as changes in lifestyle and job, have an impact on individual lives (Guest, 1998). Nonetheless, despite these changes, people still appear to have the same fundamental requirements for social support, physical safety, health, and the conviction that they can manage life (Tehrani, 2007).

We all live, work, and function in a competitive global environment where a robust organization is essential for survival. Open communication, teamwork and cooperation, flexibility, support, and striking a balance between work and home life are crucial elements that lead to both organizational and individual well-being (Kraybill, 2003). It is obvious that fostering employee well-being will improve performance, which will in turn support the organization's survival and future growth if it is to be able to remain sustainable (Currie, 2001). (Schuster, 1998), who asserts that there is a substantial correlation between employee attentiveness and superior organizational performance, supports this viewpoint. It is expected that implementing work-wellness initiatives in public and commercial sectors will alter the culture of the organization and create space for creative solutions that will benefit the whole company.

**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 their point of view, employees dedicate themselves to a company in exchange for rewards that might be both intrinsic (job satisfaction and belongingness) and extrinsic (compensation). According to Legge (1995), the attitude conceptualization implies that dedicated workers have a strong desire to stay a member of the organization, demonstrate a willingness to put in a significant amount of effort on the organization's behalf, and have a strong belief in and acceptance of the organization's goals and values. Accordingly, affective commitment is defined as an employee's eagerness to help the employing firm achieve its goals and their strong attachment to it (Mowday et al., 1979).

Nonetheless, elements influencing behavior can be found in employee commitment to an organization. People may be committed to several foci (such as the organization, management, coworkers, career, and groups), which can predict a variety of attitudes and actions. An organization's most valuable resource is its people, and when they are developed and deployed well, they may create a unique competitive edge through employee and employer engagement. Job satisfaction is the second element of an employee's well-being at work.

**Job Satisfaction-** Work satisfaction, according to Jernigan (2002), is the feeling of contentment that individual has with their job as well as the larger organizational framework in which their work is situated.

A more specific definition of job satisfaction is an enjoyable or pleasant emotional state that arises from an evaluation of one's work or work experiences (Locke and Latham, 1990). According to Fisher et al. (2004), job satisfaction encompasses the favorable emotions linked to the fulfilling parts of a profession, which might naturally result in enhanced work output. According to Currie (2001), an individual's level of contentment with their employment terms and circumstances as well as the elements that comprise their physical work environment is correlated with their level of satisfaction. People might be content with their jobs, their pay, and how well they get along with coworkers, for instance, or they might be content with the firm. As a result, an individual's perception of their overall work circumstances—including the physical work environment, the terms and conditions of their employment, and the extent to which they are granted autonomy, responsibility, authority, and empowerment—determines their attitudes toward job satisfaction and job involvement (Kersley, 2006). This study uses social interactions between employers and employees to frame how employees see their jobs and how that affects their attitudes. The third component that characterizes employee wellness at work, work-life balance satisfaction, is covered in the next section.

**Work- life balance satisfaction-** The broad discussion of work-life balance is facing a number of obstacles as a result of the evolving nature of the workplace. Work-life balance has become more popular in workplaces and among policymakers and commentators as a result of a number of social, political, and economic developments (Daniels and French, 2006). Work-life balance is the necessity to "balance work and leisure/family activities," according to Bratton and Gold (2003). The necessity to take care of elderly relatives, travel, and participate in community events are a few examples of leisure activities. This is further corroborated by (Platt, 1997), who contends that there must be a "balance" between work and life and advises that a happy medium must be created between the responsibilities of work and home. The challenge of juggling work and household responsibilities has surely been brought to light by the labor market's shifting demographic makeup, particularly the rise in female involvement (Houston, 2005). It's becoming a major policy concern that paid job must be compatible with care obligations. Combining their employment and non-work activities might be difficult for those who have caregiving responsibilities for the elderly and those with disabilities (Hurst, 2006). Childcare arrangements present unique challenges for households with two earners and single parents (Bacon et al., 2005). However, as highlighted by (Daniels and French, 2006), who clarify that all workers are working longer and harder than they have done for over a generation, work-life balance issues are not limited to specific types of employees. Nonetheless, the WERS 2004 survey provides evidence that suggests requiring employees to work long hours or full-time disadvantages those who have care giving responsibilities—a majority of whom are women (Kersley, 2006). Long work hours are in opposition to the managing diversity agenda's goal of establishing "a level playing field" in the workplace (Liff, 2003). Thus, it is essential that businesses with a varied staff support the idea of work-life balance. If companies could provide a variety of incentives (such flexible work schedules), then chances are good that staff members will discover something that suits them and boosts their drive.

**Relation between selected personal profile and HRM practices in the selected Hospitals**

S.No.	Hypothesis	ChiSquare Value	df	Sig	Result
1	There is no relation between Age and HRM Practices	6.151	10	.804	Accepted
2	There is no relation between Gender and HRM Practices	1.121	2	.545	Accepted
3	There is no relation between Qualification and HRM Practices	3.114	6	.797	Accepted
4	There is no relation between Designation and HRM Practices	1.484	4	.845	Accepted
5	There is no relation between work experience and HRM Practices	14.808	8	.052	Rejected

**SCOPE OF THE STUDY**

The purpose of this study was to look into how HRM practices affected the wellbeing of employees at private hospital in Uttar Pradesh. The management in charge of HR practice implementation will be curious to learn that they can impact the degree to which employee wellness at work is positively or negatively promoted by encouraging commitment, trust, and support through meaningful relationships with employees. Hence, managers can help create a workforce that is more dedicated, content with their work and work-life balance, and more positively predisposed towards improved performance, decreased absenteeism, and turnover by encouraging employee wellbeing at work at all levels within their organization.

**IMPORTANCE OF THE STUDY**

The goal of the study is to highlight how important it is to attain business-oriented performance results, even though doing so has overshadowed the significance of workplace well-being for employees. This is a neglected topic of research in the field of human resource management. Rather, the business justification for HRM is usually given more weight, which implies a biased emphasis on organizational objectives at the expense of workers. In light of this, this study looks at how HRM practices affect the productivity and well-being of employees.

**OBJECTIVES OF THE STUDY**

- To study the link between selected personal profiles and HRM practices.
- To understand the present employees wellbeing in the organization.
- To analyze the relationship between the dimensions of employee wellbeing in the organization.
- To study the wellbeing of employees at work and its effect on performance.

**METHODOLOGY**

This study is descriptive in nature. It focuses on administrative employees and nurses working in the leading hospitals of Uttar Pradesh. The employees working for more than 24 months were considered for the study. The questionnaire was distributed to 220 employees for the study. Out of 220 circulated questionnaires, 154 were returned in which only 140 questionnaires were relevant. The questionnaire was divided into two Sections. The first Section consists of personal profiles related to the selected samples. The Second Section 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 Stastical package (SPSSV.21)

**ANALYSIS AND INTERPRETATION**

**Personal Profiles**

According to the study 68% of the respondents were female and 32% were males. Age wise classification shows that 47% of the respondents were below 30 years. The educational qualification of the respondents shows that 44% were either Diploma or Undergraduate. The sample shows that 42% of the respondents work experience lies between 36-48 months. The reliability and validity of the dimensions were checked. All the dimensions explained above 62% of the variance.

The above table depicts the relationship between selected personal profiles and HRM practices in selected Hospitals. According to the result Age, Gender, Educational Qualification, Strength, Direction and Relationship between dimensions of the study

and Designation have no association with HRM practices but work experience has association with HRM practices.

		Job Satisfaction	Employee Commitment	Work Life Balance Satisfaction	Supervisory Support	Trust in Management	HRM Practices
Job Satisfaction	Pearson Correlation	1	.254	.000	-.205	.183	.328*
	Sig. (2 tailed)		.076	1.000	.153	.202	.021
Employee Commitment	Pearson Correlation	.254	1	.253	.399**	.492**	.223
	Sig. (2 tailed)	.076		.075	.004	.000	.116
Work Life Balance Satisfaction	Pearson Correlation	.000	.253	1	.479**	.590**	.016
	Sig. (2 tailed)	1.000	.075		.000	.000	.905
Supervisory Support	Pearson Correlation	-.215	.399**	.478**	1	.399**	-.087
	Sig. (2 tailed)	.153	.003	.000		.004	.553
Trust in Management	Pearson Correlation	.183	.481**	.580**	.399**	1	.315*
	Sig. (2 tailed)	.202	.000	.000	.004		.026
HRM Practices	Pearson Correlation	.326*	.223	.018	-.087	.315*	1
	Sig. (2 tailed)	.022	.118	.905	.554	.026	

\* Correlation is significant at the 0.05 level (2-tailed)  
 \*\* Correlation is significant at the 0.01 level (2-tailed)  
 The above table shows the relationship between various dimensions.

**Job Satisfaction**

The correlation between job satisfaction and other dimensions shows no significance except HRM practices which was mildly correlated with job satisfaction .022.

**Employee Commitment**

The correlation between employee commitment and other dimensions show that Supervisory support and Trust in Management was highly significant .399 and .492 respectively and positively correlated.

**Work Life Balance Satisfaction**

The correlation between Work Life Balance Satisfaction and other dimensions show that Supervisory support and Trust in Management was highly significant .479 and .590 respectively and positively correlated.

**Supervisory Support**

Model	R	R Square	Adjusted R Square	F (.Sig)	Standard error of the estimate
1	.848	.723	.674	18.574 (.000)	.447

**Predictors:** (Constant), HRM practices, Work Life Balance Satisfaction, Job satisfaction, Employee Commitment, Trust in Management

**Dependant Variable:** Employee Wellbeing and Performance

The model summary shows that R Square for this model is .723. This means that 72.3% of the variation in wellbeing of the

**Coefficients**

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.813	1.362		-5.73	.000
	Job Satisfaction	.676	.255	.244	2.649	.011
	Employee Commitment	.412	.273	.148	1.454	.154

The correlation between Supervisory Support and other dimensions show that three dimensions Employee Commitment, Work Life Balance Satisfaction and Trust in Management was highly significant .399, .478 and .399 respectively and positively correlated.

**Trust in Management**

The correlation between Trust in Management and other dimensions show that three dimensions Employee Commitment, Work Life Balance Satisfaction and Trust in Management was highly significant .481, .580 and .399 respectively and positively correlated.

**HRM Practices**

The correlation between HRM practices and other dimensions show that Job satisfaction and Trust in Management was highly significant .326 and .315 respectively and positively correlated.

**Cause and Effect Relationship between Employee Wellbeing and Performance with selected dimensions of the study**

**Model Summary**

employee and performance (dependant variable) can be explained from the 6 independent variables. The table shows that adjusted R square for the model is .674. The F value is 18.574 and it is significant which shows the appropriateness for multiple regressions.

	Work Life Balance Satisfaction	.598	.198	.324	3.010	.004
	Supervisory Support	.860	.239	.378	3.594	.001
	Trust in Management	-.713	.243	-.348	-2.963	.005
	HRM Practices	1.238	.165	.679	7.438	.000

This table determines if one or more independent variables are significant predictors of Employee Wellbeing and Performance. Out of six independent statements 5 are found to be statistically significant.

The Standardized Coefficient beta column reveals that Job Satisfaction has a beta Coefficient .244 which is significant at (.011). Employee Commitment has a beta coefficient .148 which is not significant at (.154). Work Life Balance Satisfaction has a beta coefficient .324 which is significant at (.004). Supervisory Support has a beta coefficient .378 which is significant at (.001). Trust in Management has a beta coefficient -.348 which is significant at (.005). HRM Practices has a beta coefficient .679 which is significant at (.000).

## CONCLUSION

The purpose of this study was to look into how HRM practices affected worker performance and wellbeing in the chosen hospitals. The conclusion that were given robust evidence that trust and management support were essential to positive interactions between supervisors and employees, which in turn enhanced worker wellbeing at work. This bolsters the claim that service industries like hospitals should look into employee well-being at work as a business strategy.

One of the most important duties of managers and supervisors is to carry out HR practices and make sure that employees continue to feel supported, trusted, treated fairly, and consistently. Practically speaking, it is significant that human resource practitioners and policy makers have jurisdiction over and control over these significant aspects. Additionally, managers can impact commitment, job satisfaction, work-life balance, trust, and support by assisting in the creation and upkeep of selection procedures, employee involvement, employee voice, communication, performance management, training and development, teamwork, and decision-making.

These discoveries have applications in the real world. The management that oversees the implementation of HR policies will be curious to learn that they have the power to favorably or negatively impact the degree to which employee wellness at work is encouraged by encouraging dedication, trust, and support through positive relationships with employees. Through the promotion of employee wellbeing at all organizational levels, managers may help cultivate a workforce that is more dedicated, content with their roles and work-life balance, and more positively disposed toward increased performance, decreased absenteeism, and lower turnover.

These findings have managerial significance since they show that encouraging support, building trust, and employee involvement can all contribute to the formation of positive relationships inside the workplace. The culture and work environment are shaped by the positive attitudes and behaviors that managers foster through their connections with employees and the effective application of HRM strategies.

## Limitations

There could be a number of restrictions on the research on HRM practices and employee well-being. A potential constraint could be the size and variety of the sample; a small or homogenous sample might limit the conclusions' applicability to a larger population. Additionally, depending solely on self-reported data runs the risk of introducing bias or inaccuracy because employee well-being is fundamentally subjective. A cross-sectional design would limit the study's ability to provide long-term insights into changes or causal relationships by simply offering a picture at one particular point in time. Moreover, there can be notable variations in HRM practices among other industries and businesses, which could have impact on the study's generalizability to other settings.

Cultural disparities might also be important, since the results could be impacted by differences in how different cultures see HRM and well-being. Employee well-being may also be impacted by confounding variables such as corporate culture, prevailing economic situations, or individual personality qualities.

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