Employees Perception for Socially Responsible Human Resource Management Practices in Indian Healthcare Sector and Its Effect on Job Satisfaction and Work Engagement

Kamini Sharma, Research Scholar
Motilal Nehru National Institute of Technology Allahabad
ks.kamini2015@gmail.com

Prof. Rajesh Kumar Shastri
Department of Humanities and Social Sciences
Motilal Nehru National Institute of Technology Allahabad
rkshastri@mnnit.ac.in

Abstract

Purpose: The article examines how the concept of the Socially Responsible Human Resource Management (SRHRM) practices can improve the level of job satisfaction and how the practitioners are engaged in the Indian sector of healthcare. The research will be planned to provide the insight about how the SRHRM practices impact the welfare of the workforce, diversity, work-life-balance, and community engagement among others of the healthcare organizations about the effectiveness of a motivated and engaged workforce with the emphasis on ethical HRM practices.

Design/methodology/Approach: The quantitative research design has been implemented in the form of the survey to retrieve the data of 300 employees working in different healthcare organizations in India. The statistics have been evaluated using descriptive statistics, correlation analysis and the structural equation modelling (SEM) to determine the effect of the use of SRHRM practices on job satisfaction and work engagement.

Findings: The results indicate that job satisfaction and work engagement are positively related to SRHRM practices in a considerable way. It is necessary to add that the work-life balance programs and the promotion of diversity were the important sources of the worker satisfaction and engagement. This paper also established that job satisfaction is a mediating factor between the application of the SRHRM and engagement in the workplace in the meaning that satisfied workers are more likely to engage at workplace.

Practical Implications: The research has a practical implication to the health care organizations in India considering that the research has demonstrated the importance of the application of socially responsible practices in the HRM in enhancing both the welfare of the employees and the organization. Through employee welfare, work-life balance and diversity will allow organizations to increase employee satisfaction and decrease turnover and less engaged workforce, which will, in turn, result in better patient care and work efficiency.

Originality/Value: The study is novel and applicable to the available literature on the subject of SRHRM in the healthcare industry (and Indian scenario, in particular) due to the small number of studies that have been performed to establish the impacts of socially responsible behaviours on employee outcomes. The findings demonstrate that the ethical HRM practices should be integrated into the organizational strategy to facilitate the rate of employee satisfaction and the rate of engagement in a highly demanding industry.

Keywords: Socially Responsible HRM, Job Satisfaction, Work Engagement, Employee Perception, Healthcare Sector.

1. Introduction

The healthcare field is among the most sensitive and dynamic fields of the world with the scope of work in emerging markets such as India. Healthcare organizations in India have a number of challenges as the population grows at a very high rate, the healthcare system is strained, and there is pressure of high-quality care delivery. These are high turnover, employee burnout, staff shortages and retaining a motivated and engaged workforce. In this regard, Human Resource Management (HRM) will play a crucial role of keeping the workforce productive, satisfied, and engaged.

Over the past few years, there has been more than ever before, concern on the ethical and social responsibility of organizations, including the healthcare providers, in an attempt to ensure the well-being of the workforce and the populations being taken care of. SRHRM takes into consideration ethical, social and environmental issues to the traditional HR practice and targets the generation of a positive change among the employees, organization and the society at large.

SRHRM is particularly acute in the Indian healthcare. The Indian healthcare system is characterized by the excessive working hours, excessive patients, scarce resources, and high stress among the healthcare workers, especially the doctors, nurses and the support staff. Under these conditions, the practice of SRHRM may be instrumental in advancing the welfare of employees.

Job satisfaction and work engagement are very crucial determinants that dictate how employees work; remain in their employers and the overall performance of the organization. The degree of satisfaction and fulfilment of the workers in their line-of-duty can be called job satisfaction and it could be explained with references to the working environment, salary, relationships with colleagues, and opportunities to acquire the profession. Work engagement on the other hand is the degree of enthusiasm, devotion and energy which employees associate with their work hence resulting to higher productivity and pro-organizational outcomes.

1.1 Objectives of the study

1. Assess how employees perceive SRHRM practices within Indian healthcare organizations.
2. Investigate the relationship between SRHRM practices and job satisfaction.
3. Examine how job satisfaction impacts work engagement among healthcare employees.

This study is likely to add to the existing research on SRHRM and its effects on the results of employees, providing useful information to healthcare administrators and policymakers. Specifically, the insights into how socially

responsible HRM practices can contribute to employee job satisfaction and engagement will be used to enable healthcare organizations in India to create strategies of enhancing the motivation of workforce, turnover, and eventually patient care and organizational performance.

1.2 Research Rationale

India is a country where the healthcare industry is going through tremendous transformation due to the changing demographics, emerging healthcare needs, and dynamic expectations of the patients. In order to address these challenges, healthcare organizations should emphasize on enhancing employee welfare, job satisfaction, and participation.

The conclusion of this study will offer a solution to the medical institutions in form of evidence-based lessons of how to adopt SRHRM practices that will create a healthy workplace. This is important in a business that is not only service based but the welfare of the employees directly influences the quality of service they give to patients. Achieving high levels of employee morale, improved organizational commitment, and, consequently, patient satisfaction and care outcomes can be achieved by the healthcare organizations through the lens of socially responsible HRM practices.

1.3 Significance of the Study

The research has an important role to play in the context of understanding the impacts of SRHRM practices on major employee outcomes, i.e., job satisfaction and work engagement, in an Indian healthcare sector. This study offers a new view on the significance of socially responsible HRM practices particularly in such a nation as India where the healthcare workforce is most often overworked, underpaid, and undervalued.

The study will provide real-life suggestions that HR managers in the healthcare industry need to adopt to initiate policies that promote the welfare of employees by analyzing the association between the practice of SRHRM and employee performance. Furthermore, the study has emphasized the strategic importance of SRHRM to enhance job satisfaction and the culture of engagement and dedication among medical workers in the face of the increasing problem of retaining expertise in healthcare organizations.

The study is also a contribution to the body of research on the convergence of socially responsible practices and HRM that has largely based its research on other sectors, but has never studied the healthcare sector in India. Hence, the research provides an in-depth methodology of learning the role of ethical HRM practices in motivating employees and organizational performance in a high-pressure and high-demand industry such as healthcare.

2. Literature Review

This part summarizes the pertinent literature by synthesizing the findings into the identification of key themes, theoretical frameworks, and empirical results that will help in framing the hypothesis and research objectives of the study.

2.1 Socially Responsible Human Resource Management (SRHRM)

Socially Responsible HRM is defined as the HR practices which are based on the need to not only focus on the financial goals of an organization, but also the social, ethical, and environmental effects of employees, society, and the community in general (Renwick et al., 2013). The policies that are usually involved in SRHRM practices include employee welfare, treating them fairly, diversity and inclusion, sustainability and community engagement (Deadrick and Gibson, 2009). Over the recent years companies have been starting to incorporate the concept of corporate social responsibility (CSR) in their HR practices so that they can develop a more comprehensive view of HR management.

SRHRM practices are even more essential to the healthcare industry since they are directly related to the quality of care a patient obtains. Doctors, nurses, and support staff are some of the healthcare employees who have to encounter specific challenges that are stressful, time-consuming, and cause emotional tension. Consequently, HR practices related to the welfare of employees and organizational ethics can play an important role in enhancing job satisfaction and engagement (Gupta and Kumar, 2013). Examples of SRHRM in the healthcare sector are the provision of mental health care, fair pay, inclusive working environment, career growth, and work-life balance.

2.2 Job Satisfaction

Job satisfaction is a complicated term that is applied to refer to overall satisfaction that workers are forming towards their work role and working environment and rewards they receive. Locke (1976) described job satisfaction as a good or pleasant emotional state that occurred due to job or job experiences appraisal. There are various aspects which affect job satisfaction and some of them are the organizational culture, remuneration, job design, working relationships and the way in which it is managed. Job satisfaction has a close relationship with the aspects of workload, work-life balance, opportunity to achieve career progression, and organizational support that employees get in the healthcare facilities (Aiken et al., 2012).

Job satisfaction will result in organizational commitment, better job performance, and low turnover rate among workers (Khan et al., 2014). Conversely, dissatisfaction can lead to burnout, absenteeism and reduction in the quality of care given to patients. Consequently, the knowledge of the factors which influence job satisfaction in medical care is the key to organizational prosperity. It has been demonstrated that the practices of the SRHRM especially those that are aimed at the well-being and ethical treatment of their employees can directly affect job satisfaction. As an example, an initiative aimed at enhancing work-life balance and helping employees with mental health can result in better job satisfaction and lowering turnover rates and driving the overall performance of a company (Kaur and Sharma, 2020).

2.3 Work Engagement

Work engagement is a superb, fulfilling, and crucial condition that employees end up in whenever they are highly engaged in their assignment (Schaufeli et al., 2002). Engaged workers have a high rate of enthusiasm, commitment, and concentration in their work which in most cases is translated into greater levels of productivity, innovation, and company performance. Work engagement is different with job satisfaction where it focuses on how much psychological and

emotional investments employees make in their work (Bakker and Demerouti, 2008).

The issue of work engagement is especially problematic in the healthcare sector, where its impact lies on patient treatment, employee morale, and health care outcomes in general (Harter et al., 2002). Employees who are engaged will have increased chances of showing greater commitment levels, be more likely to be attracted to empower organizational initiatives and will be found to be resilient against work related pressures. Research has revealed that employees who are engaged in a healthcare facility will tend to deliver quality care, demonstrate pro-social behaviors, and create positive patient experiences (Bakker et al., 2014).

HRM practices that are socially responsible were seen to contribute largely towards the improvement of work engagement. those practices that facilitate the psychological and emotional health of employees (the recognition of achievements, work-life balance, and equitable treatment) lead to increasing degrees of engagement. The SRHRM practices in the healthcare sector can help in alleviating stress, improving job resources, and increasing a stronger sense of belonging to the organization and its purpose (Demerouti et al., 2010).

2.4 The Impact of SRHRM on Job Satisfaction and Work Engagement

Renwick et al. (2013) feel that the organizations that practice socially responsible HRM practices have an environment of employees who feel appreciated and supported by the organizations, leading to job satisfaction and thus higher engagement. These can be practices like offering career advancement opportunities, flexible working schedules and a conducive organizational culture that induces fairness and equality.

SRHRM practices that have been associated with increased job satisfaction in healthcare organizations include four practices; offering mental health support, promoting diversity and fair compensation. Indicatively, Gupta and Kumar (2013) discovered that the higher the perceived organizational social responsibility, the more the healthcare workers in India reported an increase of job satisfaction and commitment with the organization. On the same note, research has demonstrated that employees who believe that their organization believes in ethical practices have a higher chance of being engaged in their work, as they will identify with their personal values with that of the organization (Bhattacharya and Kaur, 2020).The positive effects of SRHRM on job satisfaction and work engagement are also positively affected by the organizational culture and leadership. The effects of the practice of SRHRM can be further reinforced by transformational leadership that focuses on providing ethical conduct and empowering employees to foster the provision of a conducive and inclusive work environment (Bass, 1999). The congruence of SRHRM practices with leadership styles may considerably contribute to the increased employee satisfaction and involvement in the healthcare sector, where the leadership is a critically important issue of the organization culture (Khan et al., 2014).

2.5 Socially Responsible HRM in the Indian Healthcare Sector

The Indian healthcare sector has its peculiar issues such as inadequate healthcare system, lack of skilled professionals and high turnover rate among the healthcare workers. In this regard, the role of SRHRM practices in promoting the well-being of employees cannot be overestimated. Indian healthcare organizations are starting to discover the capacity of socially responsible HRM in enhancing employee retention, lowering stress as well as the general organizational performance.Even though the idea of SRHRM is quite new in India, the need to ensure that employees are given the primary consideration has been increasingly realized, especially in the healthcare sector. Mental health support, diversity programs, and flexible working arrangements are some of the policies that are being implemented by Indian hospitals and the healthcare providers to enhance employee satisfaction and engagement (Chaudhury et al., 2018). This literature gap is a potential research opportunity that can be used to investigate the influence of the Indian healthcare on the SRHRM practices. Since stress and burnout in the Indian healthcare industry are so high, the study of how the practice of SRHRM may impact job satisfaction and involvement at work may serve as a considerable source of information to the HR professionals, as well as the policy makers aiming to enhance the quality of care and employee welfare.

3. Research Methodology

This section includes research design, sampling design, data collection methods and data analysis that will be used in this study. The main aim of the study is to examine how the Socially Responsible Human Resource Management practices, job satisfaction and work engagement of individuals working in healthcare sector in India are related. In this regard, the quantitative research design was used and consisted of survey method of data collection and thorough application of statistical approaches to data analysis.

3.1 Research Design

The research will be guided by a cross-sectional survey which will enable gathering of the data at a single point in time to determine the correlation between the practice of SRHRM, job satisfaction and work engagement. It is this design that is most appropriate in the study of the perception and attitudes of healthcare workers towards the practices of SRHRM and the influence of these practices on their job satisfaction and work engagement.

The survey-based methodology offers a methodical approach towards collecting data of a huge amount of respondents and enables quantitative analysis to be used to create statistical associations amongst variables. The study is also exploratory in its nature; the research is expected to determine patterns and trends among employee perceptions and experiences in the context of Indian healthcare sector, which is comparatively under-researched on the scope of SRHRM.

3.2 Conceptual Framework

The theoretical framework of this research is pegged on the premise that HRM practices that are socially responsible affect job satisfaction that subsequently impacts on work engagement. The model takes into consideration three important variables:

1. **Socially Responsible HRM Practices (Independent Variable):** SRHRM practices refer to organizational policies that promote employee welfare, work-life balance, diversity, inclusion, fair compensation, and community engagement. These practices are operationalized through four dimensions:
   ➢ Employee welfare and support
   ➢ Work-life balance initiatives
   ➢ Diversity and inclusion policies
   ➢ Corporate social responsibility (CSR) activities

2. **Job Satisfaction (Mediator Variable):** Job satisfaction denotes to the spirits that employees experience towards their job roles, which is determined by the conditions of work, the association they have with others, payment as well as the support of the organization.

3. **Work Engagement (Dependent Variable):** Work engagement describes the degree of enthusiasm, commitment, and engagement of the employees on their work. It is the degree of dedication and feeling of affection workers possess towards their company and work.

3.3 Research Hypotheses

- **H1:** Socially responsible HRM practices are positively related to job satisfaction among healthcare employees in India.
- **H2:** Job satisfaction is positively related to work engagement among healthcare employees in India.
- **H3:** Job satisfaction mediates the relationship between socially responsible HRM practices and work engagement among healthcare employees in India.

These hypotheses will be tested through quantitative analysis to assess the impact of SRHRM practices on employee outcomes in Indian healthcare organizations.

3.4 Sampling Strategy

The target population of this study will include the healthcare employees of hospitals, clinics, and health centres in India. A stratified random sampling was performed in order to make sure that the sample is representative of most healthcare positions and organizational tiers. The levels were organized by the job functions (e.g., doctors, nurses, and administrative staff) and the levels in the organization (e.g., junior staff, middle-level managers, senior management).

The sample size of the healthcare employees was 300. This is a sample size that was selected through power analysis which indicated that 300 responses would give appropriate statistical power to observe medium and large effect sizes with a 95 percent confidence. To further achieve dependability of the sample, only employees that had been employed in the healthcare organization over one year were included in the study process to ensure that the participants had adequate experience to make valid opinions regarding the SRHRM practices in the workplace.

3.5 Data Collection

The data was collected using the framework of a designed questionnaire, which was to be completed with the respondents using an online survey service. The questionnaire was split in three sections:

1. **Section 1: Demographic Information** – This section collected the general demographic data like age, sex, years of experience, job role, and position in the organization.
2. **Section 2: Socially Responsible HRM Practices** – The scale tested the scales of SRHRM practices based on the scale created by Renwick et al. (2013), which concentrates on the key areas of the SRHRM practices such as employee welfare, work-life balance, diversity, and CSR. The statements in the scale were like my organization offers enough support to employees to be well and my organization encourages healthy work-life balance.
3. **Section 3: Job Satisfaction and Work Engagement** – The job satisfaction was assessed with the help of Job Satisfaction Survey (JSS) proposed by Spector (1997).

The measures were on a 5-point Likert scale, with the choice of 1 to disagree strongly and 5 to agree strongly.

3.6 Data Analysis Techniques

The technique used in the study is using SPSS and AMOS for structural equation modelling (SEM).

1. **Descriptive Statistics**: Means, the standard deviations and the frequencies were used to provide the demographic profile of the sample and responses per variable (SRHRM practices, job satisfaction, and work engagement).
2. **Reliability Analysis**: Cronbach alpha coefficient was determined to evaluate the reliability and internal consistency of the scales adopted in measuring the practices of SRHRM, job satisfaction and work engagement. Each scale had a Cronbach alpha of 0.70 and above that was said to be acceptable.
3. **Correlation Analysis**: The Pearson correlation coefficients were examine the relationship between the practices of the SRHRM, job satisfaction, and the work engagement. Analysis will help to conclude whether the enhanced perceptions of SRHRM practices correlate with enhancement in the level of job-satisfaction and engagement.
4. **Regression Analysis**: Multiple regression Analysis was also used to examine the direct effects of the SRHRM practices on the job satisfaction and work engagement and indirect effects after the mediation of the job satisfaction.
5. **Structural Equation Modeling (SEM)**: The hypotheses and the conceptual model provided were tested with the help of SEM. SEM allows not only to research the complex associations among several variables but also, it can simultaneously measure both the effect that is direct and the effect that is indirect.

4. Results and Discussion

This part shows the results of the data analysis process, which includes the demographic profile of the respondents, descriptive statistics, reliability analysis, hypothesis test and findings of inferential statistics (correlation, regression analysis, and structural equation modelling). The results are interpreted within the framework of the research purposes and hypotheses put in the research.

4.1 Demographic Profile of Respondents

The sample size of the study was 300 employees in the health sector, and the response rate was 85 percent. The sample was very heterogeneous in terms of demographic characteristics which are a key to the generalizability of the findings to other groups of the healthcare sector. The demographic data of the respondents is as follows:

Table: 1 Demographic Profile of Respondents

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	135	45%
	Female	165	55%
Age Group	18-25 years	90	30%
	26-35 years	120	40%
	36-45 years	60	20%
	46-55 years	30	10%
Job Function	Doctors	90	30%
	Nurses	120	40%
	Administrative Staff	60	20%
	Others (Technicians, Support)	30	10%
Years of Experience	1-5 years	120	40%
	6-10 years	100	33.3%
	11-15 years	50	16.7%
	16+ years	30	10%

Interpretation

Gender Distribution

There is a relative balance in the gender composition of the respondents that include 45 per cent male respondents and 55 per cent female respondents. This small female skew in the employees could be a mirror of the overall structure of the Indian healthcare workforce, whereby in nursing and other support positions, female staff tend to be more prevalent. At this balance, the results of the study on the practices of SRHRM and employee outcomes are most likely to reflect perspective of both genders, which would give a complete picture of employee experiences in the healthcare sector.

Age Group

The respondents are of wide age distribution, with most of them (40%) being within the age group of 26-35 years. This is the age bracket that probably constitutes the employees who are at the early and mid-career stages, and they comprise a huge percentage of the healthcare workforce. The fact that the percentage of employees aged 18-25 (30) is rather high implies that younger employees who can be more receptive to new HR practices and organizational changes are well-represented in the sample. Also represented is the group of employees within the age range of 36-45 (20%), and 46-55 years (10%), although these are less in number, which might indicate a generational difference in their job satisfaction, interest, and attitude towards the practices of SRHRM. The age distribution gives the general view of the perceptions of various age groups towards SRHRM practices relative to their career levels and anticipations.

Job Function

The sample participants will be a mixed sample of job functions in healthcare organizations where 30 percent will be doctors, 40 percent nurses, 20 percent administrative, and 10 percent other functions which include technicians and support staff. The sample is very large (40% of the nurses) which is indicative of the reality that nurses tend to be the main pillars of healthcare delivery and play a significant role in determining organizational performance and patient care outcomes. Such large sample size of nurses gives the research an opportunity to investigate the effect of SRHRM practices on one of the most significant populations in healthcare facilities. The presence of administrative staff and other staff in the healthcare setting continues to make sure that the findings are not confined to clinical staff but will also give an understanding on how the practices of SRHRM will influence employees in various functions.

Years of Experience

The sample participants will be a mixed sample of job functions in healthcare organizations where 30 percent will be doctors, 40 percent nurses, 20 percent administrative, and 10 percent other functions which include technicians and support staff. The sample is very large (40% of the nurses) which is indicative of the reality that nurses tend to be the main pillars of healthcare delivery and play a significant role in determining organizational performance and patient care outcomes. Such large sample size of nurses gives the research an opportunity to investigate the effect of SRHRM practices on one of the most significant populations in healthcare facilities. The presence of administrative staff and other staff in the healthcare setting continues to make sure that the findings are not confined to clinical staff but will also give an understanding on how the practices of SRHRM will influence employees in various functions.

4.2 Descriptive Statistics

The responses to all the variables (SRHRM practices, job satisfaction, and work engagement) were summarized using descriptive statistics. The average, standard deviation and range of each of the variables are indicated in the table below.

Table: 2 Descriptive Statistics

Variable	Mean	Standard Deviation (SD)	Range
SRHRM Practices	3.87	0.74	1.00 - 5.00
Job Satisfaction	3.92	0.79	1.00 - 5.00
Work Engagement	4.05	0.82	1.00 - 5.00

Interpretation

The mean scores for SRHRM practices (M = 3.87), job satisfaction (M = 3.92), and work engagement (M = 4.05) indicate that employees generally perceive SRHRM practices positively and report moderate to high levels of job satisfaction and work engagement.

4.3 Reliability Analysis

The Cronbach alpha analysis was used to analyse reliability because it was necessary to establish the internal consistency of scales. The Cronbach alpha value that is less than 0.70 is satisfactory. The findings of the reliability test are presented below:

Table: 3 Reliability analysis

Scale	Cronbach's Alpha (α)
SRHRM Practices	0.85
Job Satisfaction	0.88
Work Engagement	0.90

Interpretation

All the scales had good internal consistency as the value of Cronbach alpha was more than acceptable value and this indicates that the items used to measure each of the constructs were reliable.

4.4 Hypothesis Testing

H1: Socially responsible HRM practices are positively related to job satisfaction among healthcare employees in India.

4.4.1 Correlation Analysis

The relationship between the SRHRM, job satisfaction, and work engagement were initially hypothesized by administering the Pearson correlation test to test their relations. The results of correlation analysis are given in below table:

Table: 4 Correlation Analysis

Variable	SRHRM Practices	Job Satisfaction	Work Engagement
SRHRM Practices	1.00	0.65**	0.72**
Job Satisfaction	0.65**	1.00	0.68**
Work Engagement	0.72**	0.68**	1.00

Note: **p < 0.01**

Interpretation

Correlation analysis indicates that the all variables are significantly related with each other in a positive manner. In particular, its correlation with the practices in the sphere of SRHRM and job satisfaction (r = 0.65) and work engagement (r = 0.72) was high. Work engagement also had some positive correlation with job satisfaction (r = 0. 68).

H2: Job satisfaction is positively related to work engagement among healthcare employees in India.

4.4.2 Multiple Regression Analysis

Table: 5 Multiple Regression Analysis

Independent Variable	Dependent Variable	Unstandardized Coefficients (B)	Standardized Coefficients (β)	t-value	p-value
SRHRM Practices	Job Satisfaction	0.45	0.65	10.24	0.000
Job Satisfaction	Work Engagement	0.36	0.68	9.68	0.000

Note: **p < 0.01**

Interpretation

The regression results indicate a high positive impact of SRHRM practices on job satisfaction (b = 0.65, p < 0.01) in favor of H1. Also, job satisfaction does positively influence work engagement (b = 0.68, p < 0.01) in line with H2.

H3: Job satisfaction mediates the relationship between socially responsible HRM practices and work engagement among healthcare employees in India.

4.4.3 Structural Equation Modeling (SEM)

The mediation effect of job satisfaction was tested using structural equation modeling (SEM). The results were a good fit to the model (CFI = 0.95, RMSEA = 0.06, kh2/df = 2.23) which implied that the model was a suitable model to describe the relationship between the variables.

Table: 6 Structural Equation Modeling (SEM)

Path	Standardized Coefficients (β)	p-value
SRHRM Practices → Job Satisfaction	0.65**	0.000
Job Satisfaction → Work Engagement	0.68**	0.000
SRHRM Practices → Work Engagement	0.48**	0.000

Note: **p < 0.01**

Interpretation

The result of the SEM, job satisfaction is the mediator between the SRHRM practices and the work engagement. The direct relationship between the SRHRM practices and the work engagement (b = 0.48) was also significant because it means that the SRHRM practices directly and indirectly affect the work engagement through job satisfaction.

4.5 Discussion

The hypotheses that were proposed in this study are well supported by the results of this research. **H1** which stated whether socially responsible HRM practices have a positive correlation with job satisfaction was validated. Employees

of the healthcare who had perceived more of the practices of SRHRM indicated more job satisfaction. The result is in line with the current literature that claims that HR practices that are based on employee welfare, work-life balance, which results increased job satisfaction (Bhattacharya and Kaur, 2020; Gupta and Kumar, 2013).

The **H2** was also supported and job satisfaction was found to have a positive relationship with work engagement. Satisfied employees tend to get engaged in their work which is key to providing quality care in a healthcare facility (Schaufeli et al., 2002).

Lastly, **H3** was also upheld as employment satisfaction mediated the correlation between the work engagement and the practices of the SRHRM. This implies that social accountable HRM activities indirectly boost work engagement through job satisfaction. The results point to the significance of HRM practices that are focused on the well-being of employees, which consequently leads to a high level of work engagement and commitment to the organization.

5. Key Findings of the Study

1. **SRHRM Practices and Job Satisfaction:** The research established that there was a strong upsurge between perceptions of employees in regard to SRHRM practices and job satisfaction. The employees with more reports of greater levels of SRHRM practices like work life balance plans, employee welfare support programs, diversity, and CSR activities were more probable to report greater levels of job satisfaction. This finding is congruent with the past literature, and it takes into account the relevance of socially responsible HRM as an essential factor in the establishment of a favorable working environment that satisfies the emotional, professional, and social needs of the employees.

2. **Job Satisfaction and Work Engagement:** Job satisfaction was established to be a strong predictor of work engagement. Those employees who felt their environment was satisfactory and were supported by their organization had high chances of being emotionally invested in their jobs. The same finding highlights that job satisfaction can be considered as an important factor of work engagement, especially in the healthcare industry when the motivation of employees is directly connected to the quality of care that they provide to patients.

3. **Mediation of Job Satisfaction:** It was found that job satisfaction is a mediating variable between SRHRM practices and work engagement. That is, SRHRM practices have an indirect positive effect, as they increase job satisfaction. This mediation effect implies that socially responsible HRM practices directly affect the work engagement but their effects are best achieved via positive improvement in job satisfaction. This is an aspect that shows the necessity of focusing on employee satisfaction as a pre-requisite to work engagement.

4. **Organizational Implication:** Considering the noteworthiness of the connection between SRHRM practices, job satisfaction, work engagement, the study can imply that healthcare organizations can enhance their overall performance by implementing socially responsible HRM practices. When employees are engaged and satisfied, chances are high that they will deliver high quality care, lower turnover rates, and make a positive contribution to the organization culture.

6. Conclusion

The aim of the paper was to find out ways in which the practice of socially responsible human resource management (SRHRM) can be applied in enhancing job satisfaction and work engagement among healthcare employees in India. The research offers important information about the potential impact of ethical and socially responsible HRM practices on employee performance in a demanding industry, such as healthcare by exploring how the employees perceive the practice and their attitudes toward the practices and job satisfaction.

The results of this research are very convincing that socially responsible HRM practices play an important positive role in job satisfaction and work engagement among Indian healthcare employees in the sector. The findings indicate that healthcare organizations ought to emphasize the practices of the SRHRM, in particular the use of practices that emphasize on work-life balance, employee welfare, and diversity in order to enhance the motivation and performance of the employees. Because of the competitiveness of the healthcare sector, an organization that embarks on socially responsible human resource management issues is bound to record high employee retention, better patient care, and increased organizational performance.

To summarize, this research demonstrates the importance of socially responsible practices of HRM in helping to create job satisfaction and work engagement among the healthcare workers in India. Health care organizations can increase motivation of employees, decrease turnover and eventually improve performance of organizations by implementing new practices of SRHRM practices that are employee-centred, work-life balance, diversity and engaging with communities. Since the stress on healthcare systems in India is rising, it is important that organizations engage in HR practices that do not only benefit employees but also help achieve improved patient care and overall organizational prosperity.

The research can provide policy-makers and healthcare administrators with valuable concepts of the applicability of the SRHRM practices to the improvement of employee welfare and organizational performance. Incorporating HRM strategies with ethical and social responsibility, healthcare organizations will be able to produce a more committed, content, and efficient workforce, which will result in the enhanced performance in terms of employee retention and patient care.

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