
An Action Research Study on the Impact of Human Resource Practices towards the Employee Job Satisfaction: A Case Study of Private Hospital in Myanmar

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Abstract:

Purpose: *The general purpose of this research was to analyze the impact of human resource practices toward the employee job satisfaction in a private hospital in Myanmar.*

Design/Methodology/Approach: *The study employs mixed method. The 26 employees from CMMH Hospital are participated in quantitative analysis, random of 5 respondents for qualitative and the 5 people from management are participated in qualitative analysis. The study uses survey Questionnaire for quantitative analysis and analyses with SPSS software using Wilcoxon Signed Rank test and Linear Regression Test. The qualitative analysis uses interview questions and Content analysis method.*

Findings: *The results indicated that there is significant difference between the Pre Organization Development Intervention (ODI) and Post ODI of HR practices, there is significant difference between the Pre ODI and Post ODI of employees' job satisfaction and the HR Practice has positive impact on Employee's job satisfaction after ODI.*

Practical implications: *Organization Development Intervention (ODI) focusing improving Training and Development, Performance Appraisal and Working environment are carried out for four months in research site to improve employees' job satisfaction.*

Originality/value: *This research provides the way to improve employees' ability, skill, realization of need and feeling of safe as well as better way to supervise in pandemic condition in Myanmar Hospital sector.*

Keywords: *Organization Development Intervention, HR practices, employee job satisfaction.*

JEL codes:

Paper type: *Research article.*

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1. Introduction

According to the World Health Report (2000) by World Health Organization (WHO), in the developing countries, there are shortages with health personnel who are qualified to perform the tasks (WHO, 2000). In providing service, training ability is very limited for health workers as well as low pay to the trained health staff are the serious limitation for the growth of health sector. In several African nations, Eastern Europe and Central Asia, due to the lack of educational resources and the needs of the health care sector and the abilities that depart, unqualified health care workers exits do not fit. In almost all nations, there are urban and rural imbalances in terms of human capital.

Therefore, the problem of the requirements of health workers is always a challenging issue in the industry. 85% of Cambodians live in rural areas, but only 13% of government health staff has facilities there. The same is true for Angola, where only 15% of healthcare practitioners work in rural areas, while 65% of Angola's population lives in rural areas. In urban areas, 96 percent of Nepali health workers work, while just 20 percent of Nepali health workers work in rural areas.

“Hospitals” are essential parts of every country. Especially in coronavirus outbreak 2019, no one predicted that pandemic was so rapidly spread and stimulate to global healthcare. This emergency situation alert for coordination of both public and private sectors to fight COVID-19. Most of the countries have dual public and private healthcare systems, the public system is affordable for lower income citizens whereas the private healthcare system are serving specialized and target market segment (Simon and Balasubramanian, 2020).

The hospital needs to have relevant management system, Human Resource Management system and Reward and punishment Reinforcement system to be operated efficiently and effectively. Management applies principles to human resource planning, job description, recruitment process, appraisal process, training and development and work relationships among employees in the work place (Dessler, 2007).

Therefore, when the following criteria such as positive relationship between management and the subordinates as well as among employees, clear policies, clear procedures and clear goals be in the organization, the employees will not be dissatisfied as well as they could be motivated to work in the organization. In other words, the employees will feel satisfactory and achieve their task requirements, team objectives, felt growth, willing to take responsibility.

As a result, the employees will engage to their works more since the work place meets both employees' physiological and psychological needs. The healthcare services are directly applying to humans thus satisfaction among the employees are important especially in nurses and midwifery (Musal *et al.*, 1995).

Hence, the chain of reaction trickling down from employees' satisfaction to induce their quality and profits.

2. Literature Review

2.1 Human Resource Management

Human Resource Management (HRM) has been regarded as a strategic asset and a comprehensive approach to the employment and development of individuals (AlShaikhly, 2017). It is believed that ever since prehistoric times, the division of work and labor have been applied and tasks were allocated based on the skills such as the ability to find food or track animals but the major contribution to the development of Human Resource Management systems is provided by industrial revolution in the 1800s (Armstrong, 2006).

The pressure for efficiency and effectiveness is usual in the healthcare sector like hospitals which requires too much resources. Thus, it is required for highly skilled health care practitioners to work for complex patient to have effective treatment and successful recovery (Keith Townsend and Adrian Wilkinson, 2010).

It is associated with the contribution it could provide to improve the organizational efficiency and effectiveness through people and also associated with the ethics and moral values relating to the people. Many studies has indicated that HR policies and HRM practices are imperative for company's competitive advantage in the industry as they are not easy to trade or imitate (Searle and Skinner, 2011).

HRM can be defined as the utilization of the different efforts, capabilities, talents and behaviors that employees contribute to a business enterprise as an exchange for salary, experience and career growth and to work tasks in such a way that help the business to maintain success (AlShaikhly, 2017).

So, it can be said that effective HRM strategies practiced by HR managers are becoming important to the success of the hospitals (FadiEl *et al.*, 2009). That is why, HR managers should be aware of the impact of their policies and procedures on the job process whether it causes some problems in the workplace such as delay recruitment, increased retention due to their lack of incentives, poor utilization of current staff etc.

Although effective human resources management is required for the organizational success, limited knowledge is available about the problems, challenges and the nature of interventions utilized by HR managers in hospitals (Bratton and Gold, 1999). Poor work environments, the absence of effective recruitment and employees' retention practices are few of the HR challenges which are faced by Middle Eastern Hospitals.

These challenges could in turn cause staff shortages due to high turnover, poor staff satisfaction, etc. and most of the hospitals suffer from their lack of recruitment and retention strategies and poor managerial and planning capacity in the health HR sector (FadiEl *et al.*, 2009).

2.2 Human Resource Management Practices

In order to gain the competitive advantage in the industry, many companies are paying attention on human resource management practices and how these practices help solve the issues and problems of every organizations have faced. Because of globalization, many business face many challenges and these challenges are overcome by human resource management practices and polices because they can increase the satisfaction level of employees. Armstrong (2006) said that these HRM practices can improve the orgnizational performance and are responsible for better satisfaction and performance of the employees. Thus, implementing HRM practices is very essential and they can improve the employees; productivity by improving performance (Chumpon *et al.*, 2020).

In many previous studies about HRM practices, the researchers usually addressed around five to eight practices. A study by Tessema and Soeters (2006) studied the eight HRM practices and their effect on job satisfaction. These eight HRM practices are human resource management policy, human resource planning, policy and philosophy, recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, motivational forces and factors, employee grievances, promotion practices, empowerment, pension and physical, social safety, self-esteem and self-actualization security.

The HRM practices they used are training and development, performance appraisal, compensation, benefits, safety and health. As a result, they found that there is a significant positive impact of human resource practices on job satisfaction, organizational fairness and organizational commitment. They also found that all the variables have the positive relationships with job satisfaction because of the positive value for correlation coefficient. Thus, when one of the five variables of HRM practices is high, job satisfaction is high. These practices of HRM can be defined as “organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organizational goals” (AlShaikhly, 2017)

Similar paper had also been studied. Chijioke *et al.* (2017) studied human resource management practices and employee satisfaction in microfinace banks in Nigeria. They found that there is a significant and positive correlation between HR planing, training and development, employee compensation and employee satisfaction but there is an insignificant but positive relationship between work environment and

employees' job satisfaction. Employee compensation and training and development are said to be the main factors of increased employee satisfaction.

The research objective by Muhamad *et al.* (2013) is to explore the impacts of HRM practices (training, performance appraisal and employee participation) on job satisfaction of employees in government hospital. Their result showed that there is a positive relationship between employee job satisfaction and performance appraisal but not for training and job satisfaction. This result findings signal the managers at hospital to provide the better and improved training and employee participation needs so that they can play a better role in increasing the job satisfaction of those employees.

Chumpon *et al.* (2020) also did the research based on the effect of HRM practices on job satisfaction. The HRM practices chosen for the study are training and development, reward and compensation and employee empowerment. Their findings showed that there is a positive relationship between these HRM practices, employee performance and job satisfaction. They said that when the organizations provide better facilities (trainings and rewards) to employees, they perform well in the organizations.

The purpose of the study by Md. Shamimul *et al.* (2018) is to investigate the impact of HRM practices on employees' job satisfaction. They revealed that all the factors of HRM practices used in the study are positively and significantly related with employee job satisfaction. It has been observed that compensation and reward, work life balance practices, training and development and recruitment have the significant impact on the employees' job satisfaction. They recommended the hospitals to focus more these HRM practices in order to increase the job satisfaction level and performance and to boost their commitment towards their workplace.

Yaduveer, Singh, Chauhan, and Patel (2014), identified the impact of HRM practices on job satisfaction. The HRM practices they focused on are recruitment and selection, working condition, career growth. Their study showed that not all the HRM dimensions they focused here have the positive effect on the employees' job satisfaction. The employees are satisfied with working condition and recruitment and selection but are dissatisfied with career growth. Hence, the organization was being suggested to provide based on the qualification or experience of the employees and not based on biased opinion.

Many believed that the job satisfactions of healthcare employees have a significant impact on quality, effectiveness and efficiency and healthcare costs. Moreover, the satisfied workers are more productive, creative and committed to their healthcare organizations. Ganapathy and Ashokkumar, (2017) did a study on the impact of human resource management practices on job satisfaction of the employees of paramedics in the private hospitals.

HRM practices they emphasized on their research are recruitment and selection, compensation and rewards, training and development, team work and performance appraisal. Their findings revealed that recruitment and selection, compensation and rewards, training and development, team work and performance appraisal are moderately and positively associated with the job satisfaction of the employees of paramedics in the private hospitals.

They suggested that the private hospitals should organize some training programs for their paramedical employees to improve their skills and knowledge. They also suggested the hospital to match the compensation and the expectation of the employees to boost their employees' performance.

Table 1. *The variables of the previous studies on HR practices*

Independent Variables	Dependent Variables	References
HR Policies	Job Satisfaction	(Tessema & Soeters, 2006)
HR Planning		
Policy and Philosophy		
Recruitment and Selection Practices		
Placement practices		
Training Practices		
Compensation Practices		
Employee Performance evaluation Practices		
Motivational forces and Factors		
Employee grievances		
Promotion Practices		
Empowerment		
Pension and Physical		
Social Safety		
Self-esteem and Self-actualization security		
Training and Development	Job Satisfaction	Chan Kon Lian , Connie Lee Fonng Yao, Lee Yee Ching , Loh Choon Ying , & Low Suet Mun (2013)
Performance Appraisal		
Compensation		
Benefits		
Safety and Health		
Training and Development	Job satisfaction and Organizational commitment	Murat KOÇ, Mustafa Fedai ÇAVUŞ, & Turgay Saraçoğlu (2014)
Compensation and Benefits		
Recruitment and Selection		
Performance Appraisals		
HR Planning	Employee satisfaction	Chijioke Nwachukwu & Helena Chladková (2017)
Training and Development		
Compensation		
Working Environment		
Training	Job satisfaction	Muhamad Khalil Omar,

Performance appraisal		Siti Noridayu Binti Ahmad, Dahlan Azzarina Zakaria, & Badrul Azmier Mohamed (2013)
Employee Participation		
Training and Development	Job Satisfaction	Chumpon Rodjam, Anunya Thanasrisuebwong, Tawatchai Suphuan, & Pawintana Charoenboon (2020)
Reward and Compensation		
Employee Empowerment		
Compensation and Reward	Job Satisfaction	Md. Shamimul Islam, Jaynob Sarker, & Md. Mahmudul Islam (2018)
Work Life Balance Practices		
Training and Development		
Recruitment		
Recruitment and Selection	Job Satisfaction	Yaduveer Singh Chauhan & N. K. Patel (2014)
Working Condition		
Carrier Growth		
Recruitment and Selection	Job Satisfaction	S. Ganapathy & Dr. Ashokkumar M (2017)
Compensation and Rewards		
Training and Development		
Team Work and Performance Appraisal		

Source: Own study.

So, in accordance with the previous studies, this paper is going to deliberate the impact of HRM practices on job satisfaction of the employees. The HR practices that will be focused on this research are:

- Training and Development
- Performance Appraisal
- Working Environment

2.3 Organizational Development Intervention (ODI)

Organizational Development can be defined as any practice which services to improve problem solving and renewal processes deliberately in the organizations (Romme, 2011). The organizational development interventions are used to address the issues which an organization always faces and they are performance, process, knowledge, skill, will, technology, appraisal, career development, and top talent retention, etc., (Seth, 2017). Organizations which can create both adaptability and efficiency and handle an appropriate balance between these two can be called as

effective organizations. Organizational Development should be regarded as an innovation process which requires thinking skills in making changes and incorporating interventions as tools.

With the new approach, organizations will be able to learn to mainstream adaptability by doing two important things such as encouraging employees to excel new creative thinking skills which increases their creativity, motivation, and commitment; and creating an infrastructure that makes sure that these skills will be used regularly.

For the better constant and deliberate change, organizations should learn how to overcome shortcomings in thinking skills that affect individuals and teams, and organizational design. Effective OD is a process of organizational adaptability, a process of creativity that can be learned, implemented and mainstreamed to provide continuous and deliberate change, improvement and innovation (Basadur, 1997).

3. Relationships Between Variables and Research Hypotheses

3.1 HRM Practices

3.1.1 Training and Development

Most of the companies believe that sharpening their employees' skills and knowledge is one of the most effective tool for them to achieve their organizational goals quickly and gain competitive advantage. They act like training is one type of investment of an organization to improve their employees' knowledge, skills and attitude for embracing future uncertainties and problems (Fey and Bjorkman, 2001).

Raymond *et al.* (2008) stated that development is enhancing job experiences, education, and evaluating personality and ability for the future. Training the employees is such a necessary thing for companies to develop their employees gain knowledge and skills so that their organizational efficiency and effectiveness can be achieved for the better employee performance (Dessler, 2008).

Training and development is the method of trying hard by the companies to try and improve their employees' performance and contentment through providing lessons, programs and procedures (Raymond *et al.*, 2016). Solomon (1949) indicated that the qualified employees working hard for the continuous development of skills and productivity are now regarded as the essential factors for the company's long-term success and profitability. Similarly, (Guest, 1997) also indicated that these training opportunities can provide high organizational performance.

When the employees got training and developmental needs, they can become into flexible, autonomous and empowered employees (Arthur, 1994). Pfeffer and Veiga, (1999) said that training and development not only help the employees in developing their skills and behavioral attitudes but also motivate them to apply those skills and

behaviors in their work related activities. To have a competitive advantage over the competitors, the employers should know about the benefits of having proper training programs in their workplace in order to enhance the chance of achieving the organizational goals effectively and efficiently (Dobson and Tosh, 1998).

Training and development can impact on the performance of the employees according the changes in the organizations. It is also important to have open communication within the organization because when employees are being aware about the goals and strategies of the organizations, their productivity in the organizations are high. So, the more the employees know about the necessary information about the organizations by providing training sessions in the organization, the more employees are satisfied and perform well (Chumpon *et al.*, 2020).

The need or purpose of training is to achieve increase in productivity and it is regarded that increased human performance can lead to increased operational productivity and increased company income (Gunjan, n.d.). Training and development are being targeted on key competencies and emphasizing self-development. For the business owner, investments in training and developing people is a mess of attracting and retaining the employees and getting better returns from those investments.

Examples of the returns are improvements in performance, improvement in productivity, more flexibility, increased capacity to innovate that should result from enlarging the skill base and increasing knowledge and skills level (Armstrong and Taylor, 2014). Due to technology age, there are new problems, new procedures and developments, new knowledge and job requirements arising daily and they are constantly needed for training; the need for training becomes a continuous process. In order to cope with the ever-developing changes, the emphasis on human resource development is required (Gunjan S, n.d.).

It is being recommended for the higher management at the organizations to provide training and development programs so that the employees can get the best out of their workforce and also improve the productivity of the organization. Maimuna Muhammad Nda and Dr. Rashad Yazdani Fard (2013) stated that training can have an impact on employees' behaviors, attitudes and working skills which can also result into increased productivity and enhanced work performance. Training is said to be a tool which can influence the organization to achieve their goals and objectives and is the most effective way of motivating and retaining the employees within the organization.

Hence, in order to meet the needs of the employees and to create the productive and satisfied employees, effective training and development must be designed since training and development have a positive effect on the employees to carry out their tasks more efficiently, to improve their interpersonal and technical skills, and to

increase work motivation and job confidence. To achieve the sustainable organizational development, employee development also matter and that is why, organization must have employees who can quickly adapt to a constantly-changing world market.

Training improves the employees' quality of work so as an organization, assisting them to be more committed to achieving the organizational goals and objectives can in turn improve the employees' effectiveness within the organization (Maimuna Muhammad Nda and Dr. Rashad Yazdani Fard, 2013).

2.4 Performance Appraisal

Performance appraisal is used to evaluate the employees whether they are performing well in their jobs and it is important for the organizations to test this regularly because if the employees are performing well in their respective job and are productive, the organizational performance will also be increased. Parbudyal Singh *et al.* (2004) stated that in order to increase the employees' motivation, the performance evaluation system should be transparent.

Boswell and Boudreau (2002) believed that performance appraisal is one of the most important human resource practices. Businesses use performance appraisal to assess the employees and develop any necessary skills, improve their performance and provide rewards. It can be used to lay out the organization's goals, visions and strategies which should result in higher levels of commitment (Latham, 2003).

There has been some debates about performance appraisal is that in order to have a positive effect on employees' behaviors and development, employees should have experienced some form of positive feedback or performance appraisal will fail. Performance Appraisal is about letting an employee aware of how they are valued within the organizations and when an employee is aware of that, it is going to result in effective employee's commitment to the organization (Levy and Williams, 2004).

Performance Management is the process to get better results in the organizations in relating to individual, group and organization within the framework of goals, competencies and standards (Armstrong, 1994). Performance review which is the continuous review on the performance is really needed between employees and employers. Armstrong (1994) said that performance management focuses on performance reviews, setting goals, and result-driven schemes.

Performance Management include human resource management activities, corporate objectives and performance appraisal system (Armstrong, 1994). According to Armstrong (2006), performance management system must monitored and maintained by PDCA (plan-do –check-act) program. The reward system also must consider for the performance management system.

When the employees got performance appraisal, it enhances their motivation for better performance in the future and better achievement relating to the organizational goals and retain them in the organizations for longer time period. Good performance appraisal motivate the employees to work and perform well in the workplace and in this way, the organization is effective and efficient to reach their goals quickly (Chumpon *et al.*, 2020).

2.5 Working Environment

Creating a nice and challenging work environment where individuals are able to use their abilities to carry out their jobs for which they are known appreciation can be a certain way to increase the motivation and performance of the employees and it will ultimately reflect in the company's balance sheet in a positive way (Armstrong and Taylor, 2014).

The main objective of HR is to be an organization with increasing amounts of profits and sustainable advantage, increasing workforce competency and engagement, effective employees' management, creating a safe and sound work environment and improving the quality of working life for the employees (Veld, 2012). Some studies say that engagement needs a work environment which does not only demand more but encourages information sharing, and provides learning opportunities.

Employees will feel more satisfied at their job and will display higher levels of performance if they can voice their opinions, concerns and ideas with their employers. The healthy work environment has an ability to increase organizational engagement as it encourages positive attitudes to work, promotes the interest and excitement in the jobs people do, reduces stress and recognize the importance of social interaction. Most of the business owners believe that employees who are being supported, developed, fulfilled and respected at work are more likely to give the best service to the customers (Armstrong and Taylor, 2014).

According to Suresh and Dr. T. Narayana Reddy (2017) work environment can be defined as the working conditions of an organization. The working conditions can be helpful towards improving firm performance when the organization provides their employees a safe and healthy environment, basic benefits and facilities and good physical conditions such as good ventilation system, good lightings etc. Organizations are expected to offer safe and healthy working environment to protect the employees from stress and burnout and to improve the organization's performance.

Working environment is a composite of three major environments: the technical environment, the human environment and the organizational environment. Technical environment can be referred to as tools, technological equipment, technological infrastructure and physical or technical elements. Technical environment helps employees to perform their respective tasks and responsibilities.

Human environment can be referred to as colleagues, others with whom employees related, teams and work groups, the supervisors and management etc. Human environment encourages informal interaction in the workplace so that there can be an enhanced opportunity to share knowledge and exchange ideas. This environment is a basis to achieve maximum productivity. Organization environment can be referred to as systems, procedures, practices, values and philosophies. Management has the main control over organization environment and issues of organizational environment can influence the employee's productivity (Bushiri, 2014).

A positive work environment can make the individuals feel nice and motivated about coming to work and it provides the motivation to sustain them throughout the day.

There are 5 characteristics of a positive work environment and they are:

Transparent & Open Communication - Transparent and open line of communication can make the employees to feel that what they want to say have been heard and what they said has value. Thus, employees feel that they belong in the company and their work becomes meaningful. Transparent and open communication can let people involved and let them to share their opinions and perspectives on how to achieve their goals and missions.

Work Life Balance – People can feel burned out if the company urges them to work extra hard all the time just to get more profits for the company. It is essential to have some sort of balance between work and personal life since having the sense of work life balance will improve job satisfaction among employees and they will know that they are not overlooking the other areas of their lives that are important to them than their work.

Training & Development-Focused - Due to developing technology, the organizations should be able to keep up with the changes and train their employees accordingly as what they used several years ago could be made obsolete today. In this digital age, the employers should adapt to change effectively because if they could not adapt to change, they could get replaced by their competitors who are more technologically and essentially more advanced than them.

Recognition for Hard Work – Rewards are required to motivate the employees and it can be called as positive reinforcement. Rewarding employees who excel in the job and put in effort for their hard work can generate those kinds of behaviors again in the future.

Strong Team Spirit – feeling belong in a group and getting support from the peers can help the person during their hard times. Whenever there is a problem arises, the team should come together to deal with it and it could help the employees not to feel that they are alone and they are working for themselves (Freedman, 2020).

Moreover, the employees spend lots of hours on their daily life (8-10 hours) at their workplace. That is why, it is necessary for HR department to get a safe and sound working environment for the employees. According to Johnson (2014), it will not only help the employee to be more committed to their job, but also increase productivity of the organization. Thus, the organization and the human resource department need to focus more on providing the safe environment at the workplace.

Abdul Raziqa and Raheela Maulabakhsh (2014) observed that most businesses ignore the working environment within their organization and it results in an adverse effect on their employees' performance. Working environment consists of safety to employees, job security, good relations with colleagues, recognition for good performance etc. Also, when the employees know that their organization considers them important, their level of commitment can be increased.

Different factors within the working environment such as wages, working hours, autonomy given to employees, management and communication between employees may impact on job satisfaction. The interaction between employees within the organization is essential for achieving the organizational goals. The communication of information must be done properly so that all the operations of the organizations can be running smoothly. Good and healthy working environment can increase employees' level of commitment, loyalty, efficiency and effectiveness, productivity and a sense of ownership which in turn increases the organizational effectiveness.

H1: There is significant difference between the Pre ODI and Post ODI of HR practices

2.6 HR Practices and Job Satisfaction

Job satisfaction is an attitude the employees have towards their work and a necessary factor in achieving individual and organizational goals. In workplaces like hospitals, it is often related to the healthcare quality and a main factor in retaining healthcare professionals. If employees are dissatisfied at their work, it could lead to high turnover rates, stress, emotional, exhaustion and burnout syndrome in employees' especially nursing staff (Townsend and Wilkinson, 2010).

Employees' job satisfaction and motivation is usually influenced by the work environment and some studies showed that comfortable working environment can increase the employees' motivation. The employees should be feeling safe and sound within their working environment. When an employee knows that their company would still retain them even if the market is unstable, it makes them confident and feel secured at their job. The working environment could be working hours, noise, hygiene, ventilation, lighting, having necessary work equipment etc. (Hill, 2019)

Having a healthy working environment plays a part in employees' job satisfaction. Lack of safe working environment can have an impact on the employees' job satisfaction as they are working in fear of their bosses and colleagues. As an instance, companies with strict workplace politics and too much negativity in the workplace can cause so much internal conflict. Almost all the business know that the working environment of their organizations should be proper and adequate since they believed that the good working environment matters to the employees (20 Factors Affecting Job Satisfaction Explained, n.d.).

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Reward and Recognition – Reward is being given when an employee accomplishes something, the organization try to show appreciation and recognition through compensation, pay, promotion etc. It has been found that the recognition plays a huge role in making the employees feel motivated and confident. When the employees are awarded for their hard work, it motivates and encourages the employees to work harder. Employees feel appreciated and motivated if they are recognized for their hard work and are respected at their workplace (Alabarah, 2019).

When the employees do not respect each other and work as separate entities, they may not feel sense of belonging or act like a team. Every employees like their advices and opinions to be heard and are taken into consideration by the higher level management. They want to be recognized and praised when they achieve their goals (Hill, 2019).

Career Growth - employees always regard their career growth as an important priority in their life. Career Growth includes pay, independence, status, responsibility and job content and they are said to be the motivational effects of the employees (Armstrong and Taylor, 2014). When the employees do not get what they need or want, there will be problems of low commitment, high turnover rate, absenteeism, low morale, poor job performance and poor work relationships in the organizations (Ramadhani, 2017).

The employees will be encouraged and satisfied when the organization clearly describe the promotional ability, skills and facilities. If a company helps the employees to improve the employees' role, and gives them newer job roles, it can

increase the job satisfaction as they know they would get a boost in their career (Armstrong and Taylor, 2014).

Employees' job satisfaction has been attractive topic of research among many industrial and organizational researchers. There are several reasons why organizations should not ignore employees' job satisfaction. Every people loves to be treated fairly and respectfully and job satisfaction is the reflection of a good treatment. It can be regarded as an indicator of the emotional well-being or mental health of someone.

So, an organization should make sure that their employees are getting good treatment in the workplace as bad treatment could lead to job dissatisfaction and it can also lead to emotional behavior which can affect the whole organizational functioning. Moreover, it can also be a reflection of organizational functioning. Most of the organizations where the management feels that their employees' well-being is important, regularly assess the job satisfaction of the employees in the workplace.

H02: There is no significant difference between the Pre ODI and Post ODI of employee' job satisfaction

H03: The HR Practice has no positive impact on Employee's job satisfaction after ODI

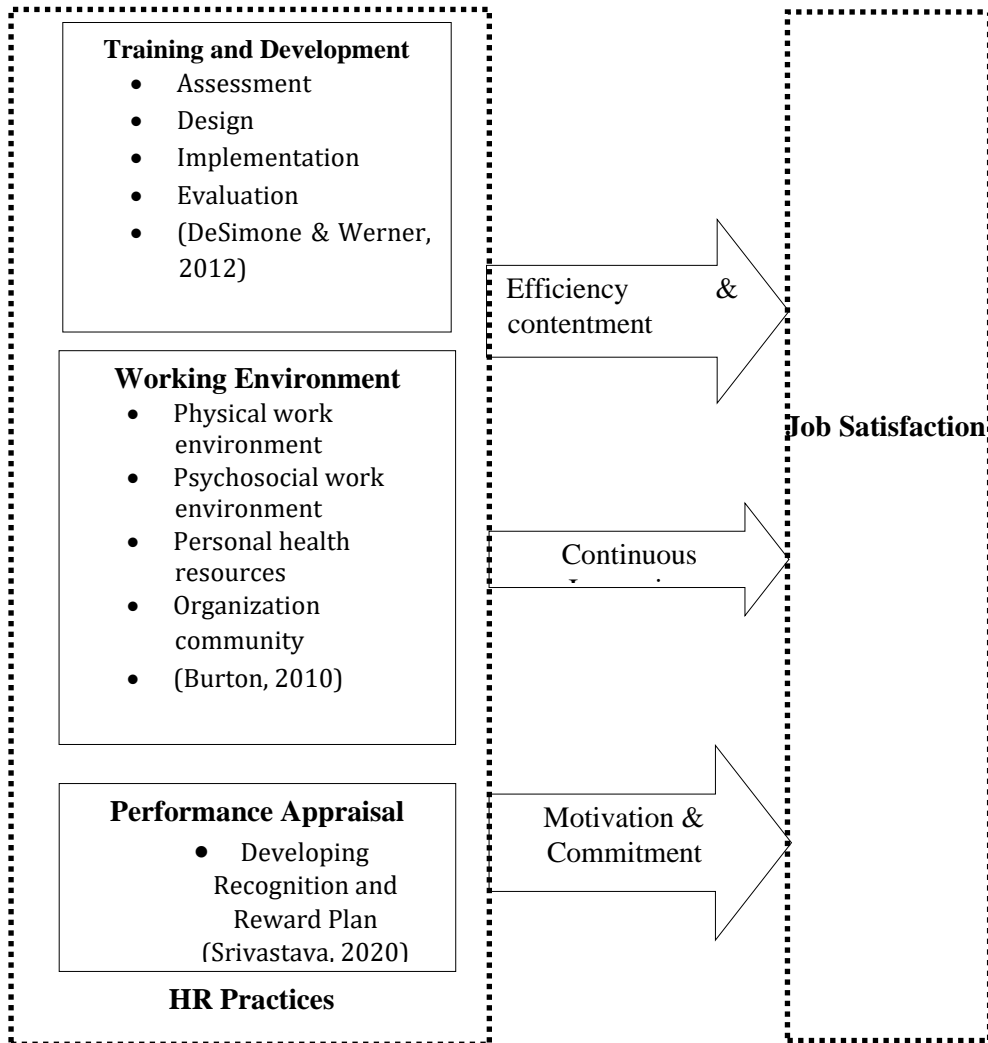
Therefore, the conceptual framework of the study developed as in Figure 1.

3. Methodology and Data

This case study will be conducted in CMMH hospital. The OD Intervention is developed based on John Kotter's Eight Steps Change Process. The hospital has (250) employees and this study will include some employees of all departments except part time clinical and part time non clinical staffs. There will be 26 respondents randomly selected from whole organization. Both quantitative and qualitative methods will use for data analysis. The same sets of questions will use for both pre and post-ODI. The results will analyze with SPSS software and content analysis.

This research included Pre-ODI, ODI and Post-ODI stages. During Pre-ODI stage, the face to face interview are asked to employees and management on July, 2020. According to the result the study focus on training and development, working environment, compensation planning and performance appraisal. There are four stages will include in ODI stage. The first stage will be OD intervention to improve training and development planning. Before ODI trainings are not well planned and therefore the assessment on what training need to do, designing the trainings, implementing them and evaluating are included for this stage.

Figure 1. Conceptual Model



Source: Own study.

The second stage of OD intervention will focus on improving the working environment. To planning for the physical of the hospital made according to WHO guideline and the new communication channels will establish to improve cooperative and collaborative working environment. The last stage is performance appraisal. Before ODI, there is no proper performance management and developing performance appraisal and reward system for the good performance will make in this step.

Both qualitative and quantitative analyses are used in this study. Thus the study used mixed method. The 30 employees from CMMH Hospital are participated in

quantitative analysis, random of 5 respondents for qualitative and the 5 people from management are participated in qualitative analysis. The detail information of respondents are showing in the following Table 2.

Table 2. Respondents of quantitative analysis

Departments	No of Respondents
Clinical Departments	
Medical officer	4
Nurse – Matron -1person Out Patient Department -1person Inpatient Department-1person Emergency Department -1person Operation Theater -1person	5
Nurse Aids Out Patient Department -1person Inpatient Department-1person Emergency Department -1person Operation Theater -1person Imaging nurse aids – 1 person	5
Non Clinical Department	5
Laboratory	1
Imaging	1
Rehab	1
Pharmacy	2
Supportive Departments	7
Marketing	1
Procurement	1
Administrative	2
Human Resource	1
Finance -2 from office	2
Total Respondents	26

Source: Own study.

Table 3. Respondents of qualitative analysis

Departments	No of Respondent
Management	5
Clinical Department	
Doctor	1
Nurse 1	1
Nurse Aids 1	1
Non clinical	1
Supportive staffs	1

Source: Own study.

3.1 Measurements

3.1.1 Quantitative Analysis

The data collected from the survey questionnaires were analyzed. Likert Scale was used in answering the research questions. The response options in the instrument are choose the scale as shown in Table 4 below:

Table 4. *The Likert scale of questionnaire*

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Source: Own study.

The data gather from survey Questionnaire were analyses with SPSS software using Wilcoxon Signed Rank test and Linear Regression Test.

3.1.2 Qualitative Analysis

Procedure for qualitative data analysis is as follow:

- Survey interview will conduct 2 time before and after ODI to the same group
- Physical interview sections have done during Pre-ODI. According to current Covid 19 pandemic, physical interviewing will not available with some respondent in Post-ODI. For those who cannot join physical interview will answer via telephone call.
- Interview questions will ask with both English and Myanmar language for clear understanding of the respondents.
- The recording of interview sections both physical and online will organize and change into computerize data
- The data will be review and explore by categorizing into group to create initial codes
- Review the codes and revise or combine into themes
- Presentation of themes with a cohesive manner

4. Results

4.1 Demographic Profile of Participants

Gender: There are 30 respondents involved in this survey answers. Among them, 26 respondents are female and 4 respondents are male. So female respondents involved 87% and male respondents involved 13 %.

Table 5. *Gender*

Gender	Qty	Percentage
Male	4	13 %

Female	26	87 %
Total	30	100 %

Source: Own study.

Age Group: There are four different age groups to choose for respondents. They are age between 20 to 30, age between 31 to 45, age between 46 to 55 and above 56. According to the survey results, 12 respondents age are between 20 to 30, 15 respondents age are between 31 to 45, 2 respondents age are above 46 and 55, and respondents age above 56 year is 1.

Table 6. Age Group

Age group	Qty	Percentage
20-30 years	12	40 %
31-45 years	15	50 %
46-55 years	2	7 %
Above 56	1	3 %
Total	30	100%

Source: Own study.

Working Experience: There are five groups of participants according to their experience in this hospital such as 1 to 2 years, 2 to 3 years, 3 to 4 years, 4 to 5 years, and above 5 years. According to result, 11 people are worked 1 to 2 years, 8 people are worked 2 to 3 years, 6 people are worked 3 to 4 people, 5 people are worked 4 to 5 years, and there is no people who worked over five years in hospital.

Table 7. Working Experience

Working Experience	Qty	Percentage
1 - 2 years	11	37 %
2 - 3 years	8	27 %
3 - 4 years	6	20 %
4 – 5 years	5	17 %
Over 5 years	0	0 %
Total	30	100%

Source: Own study.

4.2 Results of Quantitative Analysis

Training and Development: All the Sig value is less than .05. Thus, it indicated that there is significant difference between the Pre ODI and Post ODI on Training and Development.

Table 8. Training and Development- Wilcoxon Signed Rank test results

NO	QUESTIONS	Sig. (2-tailed)
1	CMMH provide training opportunities to learn and grow for the employees.	.000
2	I get training from CMMH and so I need to do my job well.	.000
3	CMMH give training to me which is match with my job.	.001
4	I get the training from CMMH for my next promotion.	.001

Source: Own study.

Performance Appraisal: The result indicated that the ODI has significant impact on question 1,2,3 and 4. However, ODI has not significant impact on question 5. Salaries are usually reviewing once a year for most of the organization. In this pandemic Covid 19 period, salaries are freeze for normal patient handling. CMMH plans to open Covid ward for Covid patient in this case salaries will be raised based on their performance.

Table 9. Performance Appraisal - Wilcoxon Signed Rank test results

NO	QUESTIONS	Sig. (2-tailed)
1	The performance appraisal in CMMH is fair.	.015
2	There is a formal & written performance appraisal.	.001
3	I am informed that how my performance is evaluated.	.013
4	I receive feedback of performance evaluation results.	.001
5	Salaries are raised based on performance appraisal.	.098

Source: Own study.

Working Environment: The Sig. (2 tailed) value of the second question is not significance because according to current situation, the working environment is very dangerous for all employees and patients. Supervisors are strictly following the health measure from the Ministry of Health rather than his/her subordinates' needs. As the condition is not safe and calm, employees are working with high risk, not enough people and spirit of cooperation is weak at the moment. Moreover, Myanmar Leadership style which is Autocratic leadership style also will affect this question.

Table 10. Working Environment - Wilcoxon Signed Rank test results

NO	QUESTIONS	Sig. (2-tailed)
1	The work environment such as lighting, internet, air conditioners, etc. are good in CMMH .	.013
2	My manager always listens to his employees.	.293
3	I feel the spirit of cooperation in CMMH.	.000
4	I have a good relationship with my workmates in CMMH.	.000
5	The teamwork in CMMH is Strong.	.007

4.3 Results of Qualitative Analysis

The following are the perspective of management and employee on post ODI survey.

Training and development: Management perspective: Already have career development /training plan for the employee and employee also know about this. Employee perspective: Online regular meeting with the management about their job and CMMH provide more training even in pandemic situation.

Performance Appraisal: Management perspective: Most of the employee know how to improve their performance
Employee perspective: Most of the employee answered they are satisfied with the supervision.

Working Environment: Management perspective: More channels to communicate with management and the activities like photo concert can support employee for more cooperation.
Employee perspective: Communicate with management well. Better team work and cooperation through (viber group, photo concert and online meeting)

5. Discussion and Conclusion

The intervention for improving **training and development** included four stages such as assessment, design, implementation and evaluation. The detail processes are as follow; Assessment step included identify the need for training by asking the departments to discuss what trainings they prefer to get. Design stage included designing the training and development process and Setting Objective with the agreement of related departments. After that, the trainings are established according plan and made evaluation. There are seven trainings including more than 25 topics already done in OD intervention period.

In **Post-ODI** interview for qualitative analysis, all participants mentioned that there was improving in meeting with employees to discuss the career development in previous four months. There are also additional training provided to the employees. According to Covid 19, 75% of the responds mentioned that the meetings were made via online. Therefore, it can be concluded that there is regular meeting both online and offline after ODI. Most participants mentioned that career development plan already established.

However, because of Covid condition the compensation plan cannot finalize yet. The rest are already established. Only 25% mentioned that the career development plan was finalized and established. According to respondent answers, it can be concluded that the career development plan do exit and only compensation plan need to finalize. The staffs also mentioned, there are more training for their career development. They got more discussion with the managers and managements both online and physical.

The result of the effectiveness of the intervention can be seen in the quantitative result. According to the result, the Sig. (2-tailed) values of all questions are less than .05. Therefore, it indicated that the ODI has significant impact on Training and Development.

The OD intervention to improving the **performance appraisal** includes removing the unnecessary and unmatched items with current situation and adding the necessary requirements. The intervention is developed with the help of the ISO agents. The reward system also attached with performance appraisal. The steps to get newly appraisal systems are as follow:

- Propose the original appraisal plan was old and generalized
- Discussion with related persons (ISO team, management and heads)
- Developing the new appraisal
- Revising the appraisal by adding the necessary requirement
- Updated appraisal
- Developed a new performance appraisal and start using
- Evaluation
- Reward

The evaluation state is made with Post-ODI interview and the results are as follow.

In **Post-ODI** All participants said there is job description (JD) for all departments from the hospital director to the cleaners. There are more evaluation factors in Post-ODI such as appraisal, JD, relationship with patients and the decision of in charge than in Pre-ODI. Job description and performance appraisal help the management to judge the performance of employees with the measure transparently. The employees realize more about their role and responsibility with the help of clear JD and they realize how to improve themselves for their career pathway with the help of performance appraisal.

The OD intervention to develop **working environment** included shifting from family type to more professional type. The intervention plan included improving physical and psychosocial environment, improving personal health resources, and improving community involvement of the organization. The plan for improving physical environment included issuing policy and support for smoke, noise, radiation, infectious disease, pandemic threat, food, and water, toilet, and hygiene facilities.

The psychosocial improving plan included the reviewing and modifying the job description (JD) of the staffs, issuing policy for legislated employment standard for contracts, maternity leave, hours of work, time off, vacation time. OD intervention to improve communication and collaboration to improve team work and cooperation

included adding the formal and informal communication channel such as issuing CMMH newsletter, using application for online meeting viber, and Facebook page.

In **Post- ODI** participants stated that the employees were working in the difficult situation because of Covid 19, people become more unite better teamwork and same goal. Environment better as people know their target the hospital has clear JD and appraisal. So and can supervise better. Occasionally, there use of more channels in communication that relieve the pressure and stress of the staffs and improve positive thinking.

Moreover, the Covid 19 pandemic condition created some disturbance in employees' happiness on working environment. According to interview, the management made a precaution plans according to Ministry of Health and Sport. The operation goes with a great care. At the same time most staffs stated that the hospital makes them feel safe with precaution plan although they still worry for Covid 19.

Therefore, the OD intervention plan including improving the training and development, performance appraisal, working environment to increase employee satisfaction have done.

In Post ODI, management stated more strong point than Pre-ODI that the hospital got attraction among local professional, more local employees apply to work in CMMH. The main reason is it is easy to travel. Also, the hospital cares the employees by preparing precaution for Covid 19. Employees also know that the management made improvement in training planning and discussions about the career development than the past. There are also plans and systems to improve the working environments for the employees. Therefore, more qualify people are joined to the hospital than Pre ODI.

The staff stated that although the salary is the same with other hospital, the CMMH is more united, better teamwork, better communication by helping each other in Covid 19 pandemic condition. Although, working under dangerous condition in pandemic they feel safe as the management make a good precaution, support the employees' health. Also the better process and system such as policy and support for health in working environment, clear JD, and Performance Appraisal make them to feel positive and safe while working in CMMH. As a result, the staffs stated that they will improve themselves to improve the organization, they will help each other with better team spirit and they will try to grow together as their contribution which is very different form Pre ODI answers.

Therefore, among employee job satisfaction variables, pay is not significant. However, only one out of four questions show not significance in 'Nature of work' as the Covid 19 pandemic situation currently. Finally, all four questions about 'Communication' , 'Reward', and 'co worker' show significant.

In this study policies and activities during intervention on the outermost ring make employees to feed into and give sense to capacity of improving skill, feeling safety at work and realization of weakness. Training and development is the method by which business strive hard to enhance the efficiency and contentment of their employees. Occupational safety is critical to organizations.

Therefore, there is a need to have a healthy and secure work atmosphere to avoid accidents and injuries. The working environment intervention ensures that work is planned in a way that would not be at stake in the health of workers (Armstrong M. , Strategic Human Resource Management , 2006). The quality of management and supervision, the relationships within the work group and the extent to which individuals succeed or fail in their job **Invalid source specified.** .

As a conclusion all the proposed hypothesis in this study are accepted as in the following table.

Table 11. Conclusion of Hypothesis

No	Propose Hypothesis	Result
1	There significant difference between the Pre ODI and Post ODI of HR practices	Accepted
2	There is significant difference between the Pre ODI and Post ODI of employees' job satisfaction	Accepted
3	The HR Practice has positive impact on Employee's job satisfaction after ODI	Accepted

Source: Own study.

6. Implications

The action research in this study has been made during the Covid 19 pandemic situation. Therefore, the focal organization need to analyze the impact of the changes made during OD intervention should made after the pandemic is over.

Also the focal organization should analyze the newly constructed 'Compensation and Benefit' plan after it is finalized.

Although Myanmar culture management style is autocratic leadership, the supervisors should listen the voice of the employee or otherwise should get the support from Human Resource department.

The organization wide analysis should do in hospital industry because the human resources are chaos in the industry according to the country's condition. 'How to develop the management concept in medical professionals in Myanmar' is also a good topic to make study in future.

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