

**Perceived Effectiveness of Human Resource Management Practices
in a Private Hospital in China and Its Relationship to Employees'
Job Satisfaction and Organizational Commitment**

A Thesis

Presented to the

Faculty of the School of Graduate Studies

Central Philippine University

Iloilo City, Philippines

In Partial Fulfillment

of the Requirements for the Degree

Master in Business Administration

by

Zhang Tianyao

May 2024

Acknowledgment

The researcher would like to express her gratitude and deepest appreciation to the following individuals, who in one way or another, provided significant contributions for the successful completion of this research work:

Dr. Carmen N. Hernandez, chair of the panel, for her invaluable corrections, suggestions, and recommendations which provided the researcher with proper direction in the conduct of this study;

Dr. April Ann B. De La Gente and Dr. Rodalyn Daylo, members of the panel, for their invaluable recommendations, corrections, and suggestions for improvement;

Dr. Doris P. Lauron, an outside expert and panel member, for sharing her expertise that gave the researcher with inspiration and guidance in working towards the completion of this research work;

Her Adviser, Dr. Lucio T. Encio, who provided the researcher with proper guidance from inception up to the final stage of completion of the research report;

Dr. Rowena M. Libo-on, dean of the School of Graduate Studies of Central Philippine University for her full support and constant reminders that motivated the researcher to pursue with this study;

The professors and staff of the School of Graduate Studies for their kind support and wholehearted cooperation that gave the researcher with the courage to work towards the final completion of this study;

The respondents in this study who shared their most precious time to accomplish the questionnaires for without them, this study might not had been possible; and,

Her family for their unconditional love, understanding, and full support that gave the researcher with the courage and motivation to finally and successfully complete this study, and to whom this research work is lovingly dedicated.

Zhang Tianyao

Abstract

This study, which aimed to determine the perceived effectiveness of HRM practices in a private hospital in China and its relationship to employees' job satisfaction and organizational commitment, utilized the survey-correlational research design. The respondents of this study were 152 employees who were randomly selected from a population of 244 from five departments, such as neurology, oncology and radiotherapy, neurosurgery, orthotics, and rehabilitation medicine in a private hospital in Henan Province, China. The stratified random sampling was also used to ensure that employees are proportionally represented. The data required for this study were collected through a researcher-made questionnaire. The frequency count, percentage analysis, mean, and standard deviation will be used for descriptive statistical analysis. The t-test, one-way analysis of variance (ANOVA), and Pearson's r were used for inferential data analysis. All inferential statistics were set at the 0.05 significance level. The duration for the conduct of this study was from November 2023 to May 2024. The results of the study revealed the following major findings: Most of the respondents are females, with preponderance of single and married employees, the dominant age is between 21 to 30 years old with great majority who hold the position of rank and file employees and most number of employees having 6 to 10 years of service experience; The employees perceived the human resource management practices in terms of recruitment and selection, training and development, and job analysis was effective when respondents were taken as an entire group and when classified according to sex, marital status, age, job level, and years of service; The employees were satisfied with their job in terms compensation and benefits, training and development, and job analysis when respondents were taken as an entire group and when classified according to sex, marital

status, age, job level, and years of service; they had high level of organizational commitment in terms of affective, continuance, and normative among employees taken as an entire group and classified according to sex, marital status, age, job level, and years of service; Significant differences existed in the perceived effectiveness of human resource management practices in terms of recruitment and analysis when respondents were grouped according to sex but no significant differences when grouped according to marital status, age, job level, and years of service; significant differences existed in job satisfaction in terms of compensation and benefits when respondents were grouped according to marital status but no significant differences were noted in terms of working condition and working relationship when grouped according to sex, marital status, age, job level, and years of service; Significant differences existed in employees' organizational commitment in terms of normative when respondents were classified according to marital status; No significant relationships exist among the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis; employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships; and employees' organizational commitment in terms of affective, continuance, and normative.

Table of Contents

		Page
Approval Sheet		i
Acknowledgment		ii
Abstract		iv
Table of Contents		v
List of Tables		x
List of Figures		xv
List of Appendices		xvi
Chapter		
1	Introduction	1
	Background of the Study	3
	Objectives of the study	5
	Hypotheses	7
	Theoretical Framework of the Study	7
	Conceptual Framework	9
	Definition of Terms	11
	Significance of the study	16
	Scope and Limitations of the Study	18
2	Review of Related Literature and Studies	20
	Related Concepts and Studies	20
	Synthesis	37
3	Methodology	39
	Research Design	40
	Respondents of the Study	40

	Data-Gathering Instrument	42
	Data-Gathering Procedure	47
	Data-Processing Procedure	47
	Data Analysis Procedure	48
4	Results and Discussion	52
	Descriptive Analysis of Data	52
	Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Sex	54
	Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Marital Status	55
	Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Age	57

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Job Level	59
---	----

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Years of Service	61
Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Sex	63
Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Marital Status	64
Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Age	66
Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Job Level	68
Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Years of Service	70

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Sex	72
Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Marital Status	74
Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Age	75

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Job Level	77
Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Years of Service	78
Inferential Data Analysis	80
The t-test Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Sex	80
ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Marital Status	82
ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Marital Status	83
ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Age	84

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Job Level	86
ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Years of Service	88
The t-test Results for Differences in the Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Sex	90
ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Marital Status	91
ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Age	93
ANOVA Results for Differences in Job Satisfaction in terms of Compensation and Benefits, Working Condition, and Job Working Relationships Among Employees Classified According to Job Level	95

ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Years of Service	96
The t-test Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to Sex	98
ANOVA Results for Differences in Organizational Commitment in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Marital Status	99
ANOVA Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to Age	101
ANOVA Results for Differences in Organizational Commitment in terms of Affective, Continuance, and Normative Among Employees Classified According to Job Level	103
ANOVA Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to Years of Service	105
Pearson's r Results for the Relationships Among Perceived Effectiveness of HRM Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis and Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship	106

	Pearson's r Results for the Relationships Among Perceived Effectiveness of HRM Practices in Terms of Recruitment and Selection, Training and Development, and Organizational Commitment in Terms of Affective, Continuance, and Normative	108
	Pearson's r Results for the Relationships Among Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship and Organizational Commitment in Terms of Affective, Continuance, and Normative	109
5	Summary, Findings, Conclusions and Recommendations	110
	Summary	111
	Findings	113
	Conclusions	115
	Recommendations	116
	References	117
	Appendices	124

List of Tables

Table		Page
1	Employees' Profile	53
2.1	Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Sex	55
2.2	Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Marital Status	56
2.3	Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Age	58
2.4	Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Job Level	60

2.5	Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Years of Service	62
3.1	Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Sex	64
3.2	Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Marital Status	65
3.3	Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Age	67
3.4	Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Job Level	69
3.5	Presents the data on employees' job satisfaction in terms of compensation and benefits, working condition, and working relationship job when taken as an entire group and classified according to years of service	70

3.6	Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Years of Service	71
4.1	Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Sex	73
4.2	Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Marital Status	75
4.3	Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Age	76
4.4	Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Job Level	78
4.5	Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Years of Service	79
5.1	The t-test Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Sex	81

5.2	ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Marital Status Education, Mother's Occupation and Father's Occupation	84
5.3	ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Age	85
5.4	ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Job Level	87
5.5	ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Years of Service	89
6.1	The t-test Results for Differences in the Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Sex	91
6.2	ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Marital Status	92

6.3	ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Age	94
6.4	ANOVA Results for Differences in Job Satisfaction in terms of Compensation and Benefits, Working Condition, and Job Working Relationships Among Employees Classified According to Job Level	96
6.5	ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Years of Service	97
7.1	The t-test Results for Differences in Organizational Commitment in terms of Affective, Continuance, and Normative Among Employees Classified According to Sex	99
7.2	ANOVA Results for Differences in Organizational Commitment in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Marital Status	100

7.3	ANOVA Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to Age	102
7.4	ANOVA Results for Differences in Organizational Commitment in terms of Affective, Continuance, and Normative Among Employees Classified According to Job Level	104
7.5	ANOVA Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to Years of Service	106
8.1	Pearson's r Results for the Relationships Among Perceived Effectiveness of HRM Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis and Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship	107
8.2	Pearson's r Results for the Relationships Among Job Satisfaction in Terms of Compensating and Benefits, Working Condition, and Working Relationship and Organizational Commitment in Terms of Affective, Continuance, and Normative	109
8.3	Pearson's r Results for the Relationships Among Job Satisfaction in Terms of Compensation and Benefits, Working	110

Condition, and Working Relationship and Organizational
Commitment in Terms of Affective, Continuance, and
Normative

List of Appendices

Appendix		Page
A	Survey Questionnaire Covering Letter	116
A.1	Survey Questionnaire Covering Letter Translated in Chinese	118
B	Survey Questionnaire	120
C.1	Validator's Certificate	132
C.2	Validator's Certificate	133
C.3	Validator's Certificate	134
D	Certificate of Approval	136
E.1	Letter to a Validator	137
E.2	Letter to a Validator	138
E.3	Letter to a Validator	139
F	RERB Decision	140
G	Resubmission Form	142
H	Ethical Clearance	145
I	Gantt Chart	146
J	Certificate of Approval	148
K	Turnitin Similarity Test Certificate (Chapters 1-3)	149
L	Turnitin Similarity Test Certificate (Chapters 1-5)	150
M	Technical Editor's Certificate	151
N	Statistician's Certificate	152
O	Informed Consent Form	153
P	Progress Report	160
Q	Final Report	162

Chapter 1

Introduction

Background of the Study

The concept of human resource management (HRM) practices in China was only adopted at the beginning of 1990s as a foreign import. Many domestic firms still operate in a traditional personnel management mode with limited strategic planning or HR capability, although there is a general trend by which firms are increasingly becoming more strategic in their HRM practices (Fang, 2021). The human resources of any organization, regardless of whether it is for-profit, non-profit, or a government entity are considered as a key asset; thus, the effective management of these resources then leads to competitive advantages which brings the organization success in their endeavours.

Research has shown that it is not one HRM practice that when implemented leads to success but a series of interrelated practices (Thomsom , Quedroago, Horbay, & Khan, 2021). Research has also shown that compared to traditional HR practices, high performance work systems illicit superior results (Huang, et al., 2016, as cited in Thomsom, Quedroago, Horbay, & Khan, 2021).

Inasmuch as employees are the backbone of an organization, the retention of these employees is important in keeping the organization on track by enhancing the HR practices and strategies aimed at satisfying employees' needs and expectations (Hong, Hao, Kumar, Ramendran, & Kaderisan, 2012).

The HR department of a private hospital mainly acts as the implementer of HR policies. The HR managers, who lack of professional management, often play the role of

administrator, where Chinese culture plays a fundamental role in the management of workplace relationships.

Research has shown that many young employees are more eager to succeed, more assertive of their rights and interests but they are less willing to endure hardship and less loyal to their employers, as evidenced by the high level of staff turnover. Hence, it is a must that human resource management system should not only pay attention to their own development strategy, financial resources, and other elements but also to pay attention to the important position of human resources in the process of enterprise development. Human resource management activities can affect employees' internal psychology and external behaviors, and then affect enterprise performance (Palmatier, 2018).

The researcher has a preconceived idea that effective HR practices in a private hospital in China can provide support and resources that employees need to increase their job satisfaction and to build their commitment to the organization. However, if HR practices are not in place, it may lead to employees' feeling of dissatisfaction. If employees are dissatisfied at work, they will be less commitment to the organization which may lead to poor organizational performance.

Likewise, the researcher assumes that the relationship exists between employee job satisfaction and organizational commitment. Job satisfaction may be described as the overall satisfaction of employees with their jobs, while organizational commitment describes the degree of loyalty and commitment of employees to the organization. It is also a preconceived idea that higher job satisfaction tends to be associated with higher organizational commitment. When employees are satisfied as regards to job content, work environment, and organizational culture, they are more likely to remain loyal to the organization and show higher organizational commitment.

Based on various research results, it is found that although some scholars have confirmed that there is an inevitable causal relationship between human resource management practices, satisfaction, and organizational commitment, no consistent conclusion has been reached so far, which still needs further in-depth discussion and research. Through literature research, it is found that the problem of health human resource management is one of the bottlenecks faced by many private hospitals, which seriously restricts the healthy development of private hospitals. Therefore, it is particularly important to explore the impact of perceived effectiveness of human resource management practices in private hospitals on employees' job satisfaction and organizational commitment to promote the healthy development of a private hospital.

In view of the foregoing, the researcher decided to investigate the “perceived effectiveness of human resource management practices in a private hospital in china and its relationship to employees’ job satisfaction and organizational commitment” because it is believed that good HRM practices in a private hospital have a positive impact on employees' job satisfaction and organizational commitment. Through deeper understanding of the effectiveness of human resource management practices and the data on the in-depth analysis of the relationship between employees’ job satisfaction and organizational commitment, would provide the management with empirical data that can be used as basis in the formulation of major HR policies aimed at improving the level of employees’ job satisfaction and organizational commitment with view of enhancing the quality of medical services and the competitiveness of a private hospital in China.

Objectives of the Study

This study aimed to determine the perceived effectiveness of human resource management practices in a private hospital in China and its relationship to employees’ job satisfaction and organizational commitment.

Specifically, this study has the following objectives:

1. Determine the employees' profile in terms of sex, marital status, age, job level, and years of service.
2. Determine the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis when respondents are taken as an entire group and when classified according to sex, marital status, age, job level, and years of service.
3. Determine the employees' job satisfaction in terms of compensation and benefits, working condition, and working relationship when respondents are taken an entire group and when classified according to sex, marital status, age, job level, and years of service.
4. Determine the employees' organizational commitment in terms of affective, continuance, and normative when respondents are taken as an entire group and when classified according to sex, marital status, age, job level, and years of service.
5. Determine if significant differences would exist in the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis when respondents are classified according to sex, marital status, age, job level, and years of service.
6. Determine if significant differences would exist in employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships when respondents are classified according to sex, marital status, age, job level, and years of service.
7. Determine if significant differences would exist in the employees' organizational commitment in terms of affective, continuance, and normative when respondents are classified according to sex, marital status, age, job level, and years of service.

8. Determine if significant relationships would exist among the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis; employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships; and employees' organizational commitment in terms of affective, continuance, and normative.

Hypotheses

The following hypotheses were advanced based on the foregoing objectives:

1. No significant differences would exist in the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis when respondents are classified according to sex, marital status, age, job level, and years of service.

2. No significant differences would exist in employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships when respondents are classified according to sex, marital status, age, job level, and years of service.

3. No significant differences would exist in the employees' organizational commitment in terms of affective, continuance, and normative when respondents are classified according to sex, marital status, age, job level, and years of service.

4. No significant relationships would exist among the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis; employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships; and employees' organizational commitment in terms of affective, continuance, and normative.

Theoretical Framework of the Study

This study was anchored on Herzberg's two-factor theory of motivation which assumes that achievement, recognition, the work itself, responsibility, advancement, and growth opportunity are factors leading to job satisfaction while company policies, salary administration, working conditions, and technical supervision are factors leading to employees' job dissatisfaction (Herzberg, 1959, as cited in Nickerson, 2023).

Herzberg called the factors that bring about employees' satisfaction as motivation factors or job satisfiers while the factors that lead to employees' dissatisfaction are referred to as hygiene factors or job dissatisfiers. This theory posits that the job satisfiers and job dissatisfiers are not obverse of each other because the factors leading to job satisfiers are completely different from factors leading to job dissatisfaction. Sated differently, employees are dissatisfied at work because they perceive that their supervisors are not competently capable to supervise. However, if the supervisors are competent, their feeling of dissatisfaction will disappear but it will not give them satisfaction because the factors leading to job satisfaction are completely from factors leading to job dissatisfaction.

This study was also anchored on organizational commitment theory which explains that commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for, namely, affective commitment which refers to employees' affection for the job, continuance commitment which refers to fear of loss, and normative commitment which refers to sense of obligation to stay (Meyer & Allen, 1991, as cited in Jabari & Ghazzawi, 2019).

Further, this study was also anchored on human resource management theory which practically suggests that Human Resource (HR) tasks are majorly concerned

with the administrative activities such as recruitment, reward systems, promotion, and so on (Guest, 1987, as cited in Osibanjo & Adeniji, 2012). However, it does not make the HR administrator 'having a seat at the table' which means that the HR administrator is not regarded as a strategic business partner. Storey(1995) suggests that HRM is a distinctive approach to employment which seeks to achieve competitive advantage through the strategic deployment of highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques (Osibanjo & Adeniji, 2012).

Conceptual Framework

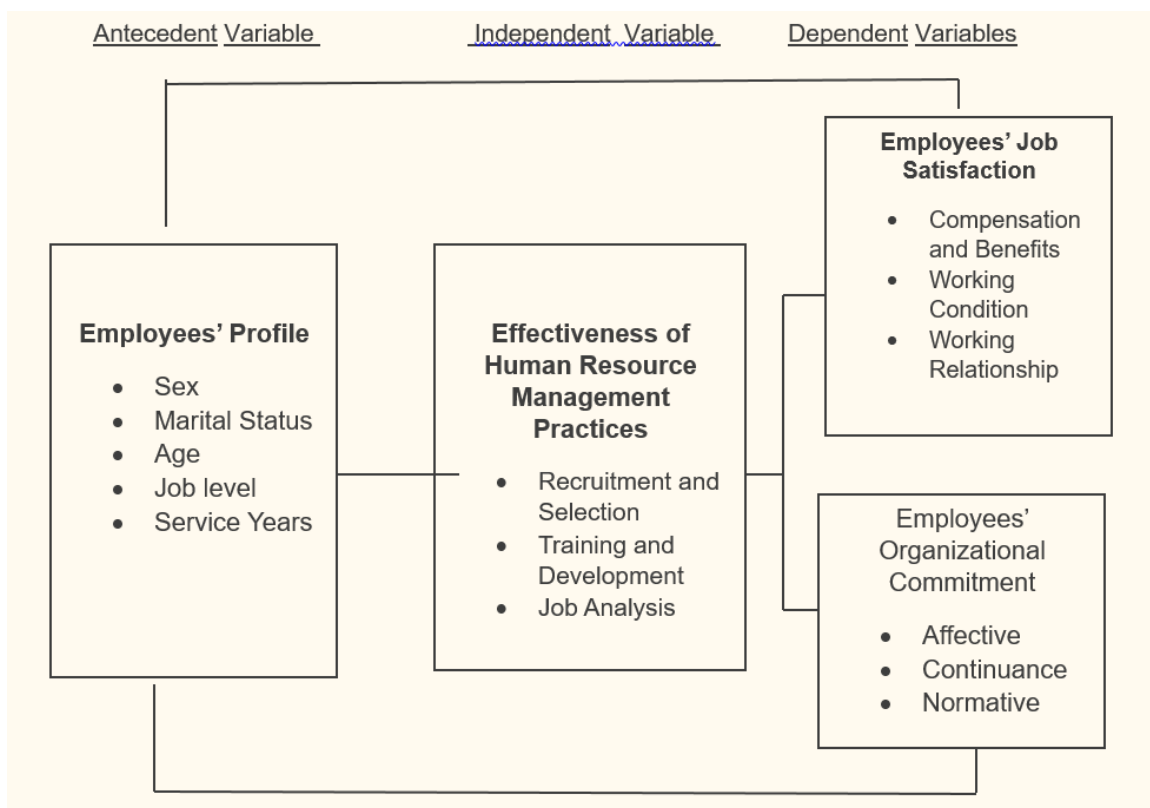
The antecedent variable in this study was the employees' profile in terms of sex, marital status, age, job level, and years of service. The independent variable was the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis. The dependent variables were the employee's job satisfaction in terms of compensation and benefits, working conditions and working relationships, as well as the employee's organizational commitment in terms of affective, continuance, and normative. It was hypothesized that the effectiveness of human resource management practices as perceived by employees in recruitment and selection, training and development, and job analysis was significantly related to employees' job satisfaction and organizational commitment. Similarly, it was also hypothesized that when respondents would be classified according to employees' profile in terms of sex, marital status, age, job level, and years of service, the employees' job satisfaction as well as organizational commitment would also differ significantly. Further, it was hypothesized that significant relationships would exist among the perceived

effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis, employee's job satisfaction in terms of compensation and benefits, working conditions and working relationships, and employee's organizational commitment in terms of affective, continuance, and normative.

The hypothesized interplay among the study variables are shown in Figure 1.

Figure 1

Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment



Definition of Terms

The terms used in this study were defined conceptually and operationally to ensure clearer understanding:

Affective

Affective refers to an emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership within the organization (Meyer & Allen, 1991, as cited in Jabari & Ghazzawi, 2019).

In this study, *affective* was one of the dimensions of an employees' organizational commitment which referred to the emotional attachment of an employee towards a private hospital in China indicating that if the employee has high level of active commitment, he is not only happy but also engages in the organizational activities.

Age

Age refers to a biological classification that specifies the time frame between birth and death in years (Sociology, 2023).

In this study, age referred to nearest age of the employee at the time this study was conducted, classified as 30 years old and below, 31-40 years old, 41-50 years old, and over 50 years old.

Continuance

Continuance refers to a cost-benefit analysis of the employee, such as the loss of economic investments and difficulties in finding a new job (Meyer & Allen, 1991, as cited in Jabari & Ghazzawi, 2019).

In this study, *continuance* was one of the dimensions of employees' organizational commitment which referred to the level of commitment wherein

an employee would want to stay for a longer period of time, thinking that leaving an organization would be costly.

Compensation and Benefits

Compensation and benefits refer the benefits a firm provides to its employees in exchange for their labor (Vulpen, 2023).

In this study, *compensation and benefits*, being one of the dimensions of employees' job satisfaction referred to *the* salaries and other remuneration provided to employees arising from employer-employee relationship.

Employees' Job Satisfaction.

Employees' job satisfaction refers to the level of contentment employees feel with their job (Mallick, 2021).

In this study, employees' job satisfaction referred to employees' level of contentment with their job in terms of compensation and benefits, working condition, and working relationship, measured using the mean and described as very satisfied, highly satisfied, moderately satisfied, dissatisfied, and very dissatisfied.

Employees' Organizational Commitment

Employees' organizational commitment is a spontaneous, organic process that develops through the association of an individual to the organization (Meyer & Allen, 1991, as cited in Jabari & Ghazzawi, 2019).

In this study, *employees' organizational commitment* referred to employees'

attachment to a private hospital in China in terms of affective, continuance, and normative, measured using the mean and described as very high, high, moderately high, low, and very low.

Effectiveness of Human Resource Management Practices

Effectiveness of *human resource management practices* refer to three distinct components of employee perceptions of HR practices, such what, how, and why (Wang, Kim, Rafferty, & Sanders, 2020).

In this study, *effectiveness of human resource management practices* referred to the employees' perceptions on how human resource management practices achieve the avowed functions and goals in terms of recruitment and selection, training and development, and job analysis, measured using the mean and described as very effective, effective, moderately effective, ineffective, and very ineffective.

Job Analysis

Job analysis refers to a systematic process of identifying and determining the responsibilities, requirements, and nature of a job in detail (Academy to Innovate HR, 2023).

In this study, *job analysis* was one of the dimensions of the perceived human management which referred to the process of determining proper streamlining of personnel, such as nature of job, duties and responsibilities, and job requirements.

Job Level

Job level refers to a category of leadership and authority within a company or organization (Vivian, 2022).

In this study, job level referred a job category, classified as rank and file, supervisory, and managerial.

Marital Status

Marital status refers to the fact that someone is being married or not (Cambridge Dictionary, 2023).

In this study, *marital status* referred to the civil status of the employees, classified as married, single, divorced, and separated.

Normative

Normative reflects an employee's sense of commitment due to a feeling of obligation (Meyer & Allen, 1991, as cited in Jabari & Ghazzawi, 2019).

In this study, *normative, was one of the dimensions of employees' organizational which referred to* the level of commitment wherein an employee had the feeling of being obligated to stay because he believed that he was treated fairly and did not want to take the chance of leaving the organization.

Recruitment and Selection

Recruitment is the process of attracting qualified candidates for the job role while selection is the process of identifying and selecting the right candidate for the job (Empx Track, 2023).

In this study, *recruitment and selection, being one of the dimensions of the effectiveness of human management practices*, referred to the recruitment, selection, hiring practices of a private hospital in China.

Training and Development

Training and development refer to the continuous process of improving skills, gaining knowledge, clarifying concepts and changing attitude through structure and planned education by which productivity and performance of employees can be enhanced (S & P Global Market Intelligence, 2023).

In this study, *training and development*, being one of the dimensions of the effectiveness of the human resource management practices, referred to the HR practices in providing training and development to employees with the view of enhancing their job knowledge, skills, and performance.

Sex

Sex refers to a classification of a household member as either male or female (Philippine Statistics Authority, 2015).

In this study, sex referred to employees' biological classification as either male or female.

Working Condition

Working condition refers to a broad range of topics and issues, from working time, such as hours of work, rest periods, and work schedules to remuneration, as well as the physical conditions and mental demands that exist in the workplace (International Labour Organization, 2023).

In this study, *working condition* was one of the dimensions of employees' job satisfaction which referred to work schedule, duties and responsibilities, and terms of employment.

Working Relationship

Working relationship refers to employees' connections with coworkers, colleagues and managers in the workplace (Krosel, et al., 2023).

In this study, working relationship was one of the dimensions of employees' satisfaction which referred to the interpersonal relationships among employees in a private hospital in China.

Years of Service

Years of service refers to the total number of full years in which a participant has been employed by one or more employers (Law Insider, 2023).

In this study, *years of service* referred to the employees' number of years of employment in private hospital in China, classified as 5 years and below, 6-10 years, 11-15 years, and over 15 years.

Significance of the Study

The findings in this study would provide significant benefits to the following:

Employees

The employees of private hospitals in China would gain significant benefits from this study because they are provided with empirical data as basis for improving their level of job satisfaction and organizational commitment.

Administrators

The administrators of private hospitals will benefit from the results of the study because the findings, conclusions, and recommendations in this study could be used as their basis in improving the effectiveness of the HR practices, thereby enhancing the employees' level of job satisfaction and organizational commitment.

Ministry of Health of People's Republic of China (MOH)

The Ministry of Health of People's Republic of China (MOH) will greatly benefit from the results of this study because the findings in this study can be used as basis for this government ministry in formulating and implementing health policies, regulating the operation of medical institutions, ensuring the health and safety of the public, and providing a more efficient delivery of health services.

Ministry of Human Resources and Social Security (MOHRSS) of People's Republic of China

The Ministry of Human Resources and Social Security (MOHRSS) of People's Republic of China would gain significant benefit from this study because the findings in this study could be used as basis in providing supervision and control over the domestic human resources and social security affairs.

Future Researchers

Future researchers would gain significant benefit from this study because the research methods, findings, and conclusions in this study could be used as

their basis when conducting similar or related studies in the future.

Scope and Limitations of the Study

This study, which aimed to determine the perceived effectiveness of HRM practices in a private hospital in China and its relationship to employees' job satisfaction and organizational commitment, utilized the survey-correlational research design. The respondents of this study were 152 employees who were randomly selected from a population of 244 from five departments, such as neurology, oncology and radiotherapy, neurosurgery, orthotics, and rehabilitation medicine in a private hospital in Henan Province, China. The stratified random sampling was also used to ensure that employees are proportionally represented. The data required for this study were collected through a researcher-made questionnaire. The frequency count, percentage analysis, mean, and standard deviation will be used for descriptive statistical analysis. The t-test, one-way analysis of variance (ANOVA), and Pearson's r were used for inferential data analysis. All inferential statistics were set at the 0.05 significance level. The duration for the conduct of this study was from November 2023 to May 2024.

Chapter 2

Review of Related Literature and Studies

This Chapter presents a review of related literature and studies which are related to the present investigation.

Human Resource Management in China

The human resource management (HRM) in China has been undergoing significant reforms due to institutional, demographic and technological changes and heightened business competition domestically and internationally. However, traditional cultural values remain influential in workplace relationships affecting not only the configuration of HR practices but also the way they are perceived by the workforce (Zhao, Cooke, & Wang, 2021).

Human Resource Management in Chinese Hospitals

From the establishment of People's Republic, hospitals in China are either state-owned or enterprise-owned institutions. Until 1979, government authorities were responsible not only for the employment policy and planning in such institutions but also for their implementation. Policies related to wages, housing, and benefits were all determined centrally under a system known as the 'iron rice bowl.' Job allocation was also carried out by central agencies. There was little labor mobility where some areas were overstaffed and workers had few incentives or rewards. There was very little management autonomy in relation to the recruitment and selection process and dismissal of poor quality staff was impossible. People were often promoted according to seniority, rather than merit. However, recent labor market reforms have included the decentralization of the management of the labor force, a move from an administrative focus to a managerial one, and an emphasis on increasing productivity (Zhu & Dowling, 2001). McComb argues that although many aspects of the Chinese workplace have

changed drastically over the last two decades, the personnel function most firms have changed a little. However, recent research from Braun and Warner (2002) suggests that western multinationals in particular are making notable attempts to introduce high performance human resource practices across their Chinese operations. In 2000, the National Health Personnel Conference put forward a goal of health system personnel reform. According to the policy, within three to five years, the public health care sector will have established a new administrative system supervised by government which will include increased autonomy by health organizations over the management of personnel; free selection of work units by individuals; open labor recruitment and dismissal; performance based promotion and remuneration; and organizational autonomy in relation to staff establishment (Tu, 2000).

In recent years, a deteriorating doctor-patient relationship (DPR) and an increasing turnover of doctors are two challenges faced by Chinese public hospitals. The literature suggests that commitment human resource (HR) practices may translate into better DPR and lower turnover intention. Given that pragmatism is an important cultural value in Chinese society, a study was conducted to understand the extent to which pragmatism may affect the relationships among commitment HRM, DPR, and turnover intentions of doctors in China. With 508 samples, the results showed that commitment HR practices were effective in improving DPR for all doctors surveyed but its effect on turnover intention was dependent upon the pragmatism-level of the respondents. Specifically, pragmatism has a significant moderation effect in the paths established from commitment HR practices to DPR and turnover intention in such a way that in the low- pragmatism

sample, commitment HR practices were associated with better DPR, while DPR was associated negatively with lower turnover intention (Ma, et al., 2019).

Human Resource Management

Human resource management (HRM) is a strategic approach to managing employees that connects HR functions, from hiring and managing staff to providing them with the support and training they need to excel with company goals. It also involves developing HT plans that help ensure that the organization is well-positioned to meet its avowed purposes and objectives. HRM is about taking HR's role from that of a business administration department to a true partner in overall business strategy. Instead of just hiring to fill roles, the HRM approach means: planning who needs to be hired and when; making informed hiring decisions; supporting employee development and growth; measuring and improving employee performance; and creating a company culture where employees can thrive (Baravik, 2023).

In the evaluation of human resource management, Schuster (1986) conducted a comprehensive investigation on organizational climate through the human resource index questionnaire. John T. Delaney and Mark A. Huselid (1996) identified the ten best variables affecting the implementation of human resource management in the literature on the relationship between human resource management and enterprise performance. They are salary and incentive, promotion system, performance evaluation, work process,

information sharing, representation system, participation management and employee attitude evaluation. In the application of human resource utility indicators, Jack J. Phillips (2016), after studying a large number of enterprises, concluded that human resource performance was related to organizational effectiveness to a certain extent. Rishma and Reza (2021) believed that human resources are crucial to improving an organization's competitive advantage.

Schwind, Das, and Wagar (2017) further studied the methods of human resource audit and constructed an evaluation index model, which included four dimensions: corporate strategy, management norms, human resource system and employee satisfaction. In their exploration of human resource management, Richard and Johnson(2018) believed that an organization's satisfaction with the results that can be achieved by human resource management activities affects the efficiency of management. Ashok(2018) took 69 Indian enterprises as experimental samples in the empirical analysis, and found that recruitment, training and motivation in human resource management activities had a very significant role in promoting the growth of enterprise performance. Petrescu and Simmons (2018), through an empirical study on the evaluation of human resource management, believed that the implementation of human resource management activities would have an impact on the job satisfaction of employees, and then the employee satisfaction would have a direct impact on the organizational performance. Takeuchi, Chen G and Lepak(2019) believed that the high-performance operation system of enterprises generates intensive human capital and can build unimpeded internal communication channels

for employees, which helps to improve the efficiency of internal communication of the organization, and then plays a positive role in improving the performance of the organization. Based on the Balanced scorecard theory, Fang Qingwei(2022) established a set of evaluation index system for the effectiveness of human resource management in medical enterprises, which mainly includes four dimensions: enterprise output, employee satisfaction, workflow and learning and growth.

Richman and Nicole (2015) believed that human resource management and human resource development are crucial to organizational leadership, and it is useful to improve organizational performance by improving the matching between human resource management and development. Ziyae and Babak (2016) evaluated the impact of strategic human resource management on entrepreneurship through a questionnaire survey. Based on the questionnaire survey data of banking employees, Otoo and Frank(2019) believed that employees' ability played a mediating role between human resource development behavior and organizational effectiveness, and the improvement of employees' ability could ultimately lead to the improvement of organizational efficiency.

Zhao Haixia and Yan Jingming (2013) believed that the benefit of human resource management is the joint response of internal and external coordination, efficiency and effectiveness of the human resource management system. Zhang (2016) believed that HRM effectiveness, as a mediating variable, affects the performance of enterprises, including three aspects: the attraction of enterprises to talents, the overall skill level of employees and the work motivation of employees.

Hu Yue (2017) believed that the efficiency of human resource management was

dynamically unstable, and its evaluation should include three dimensions of human resource management: strategic, process and outcome. Zhao, Peng and Gu (2018) believed that the performance of human resource management was evaluated from five dimensions: organizational foundation, organizational efficiency, management style, employee satisfaction, and human resource development and appointment. Liang and Shi (2019) believed that employees are crucial stakeholders of enterprises, and employees' talents and attitudes play a considerable role in enterprise performance. Fu (2020) believed that human resource management includes efficiency and effect in terms of effectiveness. Among them, management efficiency mainly reflects the level of support that human resource management can provide to achieve the business objectives of the enterprise, which is evaluated from three dimensions: management function, management ability and management implementation; The management effect mainly reflects the contribution of human resource management in the realization of enterprise business objectives, and is evaluated from three dimensions: consistency of human resource supply and demand, organizational advantage and competitive advantage. Luo Hongwei (2022) constructed the evaluation index system of human resource management dynamic ability, and made a comprehensive evaluation in the form of questionnaire survey on the exploration of the current situation of human resource management in national high-tech enterprises. Among them, dynamic ability is summarized from several aspects of management flexibility ability, sustainable

development ability, value creation ability, behavior adaptability ability, sense of belonging management ability and advantage leverage ability.

Deng Yuan (2015) established an evaluation model of human resource efficiency, and evaluated and analyzed the human resource management efficiency of nine colleges and universities in Guangxi through the combination of interviews and questionnaires. The evaluation model mainly includes six factors: human resources development and utilization, communication and participation, employee satisfaction, organizational foundation, interpersonal relationship and employee spirit and expectation. Feng and Li (2016) constructed a human resource management quality evaluation index system from the two dimensions of human resource management: process and result, and conducted an empirical analysis of the current situation of human resource management in group enterprises. Wang and Su (2017) drew on the research experience of human resource audit at home and abroad and constructed the human resource audit index system of public sectors. The audit index system designs 13 secondary indicators centering on the three aspects of staff status, business management status and organizational management status. Li Ling and Yang Jiangang (2019) combined BSC theory to construct an inclusive human resource management performance evaluation index system, and conducted an empirical analysis based on the human resource management performance data of three enterprises. It mainly evaluates from five aspects: enterprise financial performance index, customer index, internal business

process index, learning and growth index, and strategic index. Zhao Yuan (2019) constructed a corresponding human resource management system evaluation index system based on the current situation of human resource management in local governments, which mainly includes eight dimensions: human resource management policy, position management, human resource planning, selection and allocation of

public officials, training of public officials, internal promotion, civil servants' participation mechanism, performance evaluation and occupational safety.

Employee job satisfaction

Hoppock (1935, as cited in APA, 2023), an American scholar, was the first to propose job satisfaction which contributed to a large problem of what proportion of workers are dissatisfied and why. Vroom (1964) conducted a further study on job satisfaction. Brief (2009) believed that the overall attitude, views and opinions of employees towards their work are the job satisfaction of employees. Kalleberg (2012) believed that employee satisfaction is the importance of employees' roles in work. Locke (2014) believed that employee satisfaction refers to different psychological states of employees' experience of work. Lawler (2016) believed that the different states of employees' psychology on the level of salary are employees' satisfaction. Weiss (2016) pointed out that employees' overall evaluation of their own work or work situation reflected employees' job satisfaction. Ilies and Judge (2018) proposed that employees'

evaluation of their own work includes positive evaluation and negative evaluation, employees' cognitive evaluation of their own work and emotional feedback in work, that is, employees' job satisfaction. Lunderen (2020) and other scholars pointed out that job satisfaction is the positive attitude of employees towards their own work.

Domestic scholars have also conducted many effective studies on job satisfaction. Shi et al.(2012) explained employee satisfaction at three levels, namely, the first is a comprehensive definition, which is a macro view and believes that in work, employees' subjective views and feelings on the working environment and work itself are job satisfaction. This level generally considers job satisfaction as a concept in a single sense. The second is the definition of gap, which believes that the factor that directly affects employees' job satisfaction is the gap between employees' remuneration and their expectations. The third is to refer to the structural definition, which believes that employee satisfaction is the subjective feeling generated by the work itself acting on employees' physiology and psychology, and personal subjective factors also affect the feeling degree of satisfaction. Wang Ting (2013) used qualitative and quantitative methods to study the factors affecting employee satisfaction, and came to the conclusion that social environment, enterprises and individuals were the three major factors affecting employee satisfaction. Chen Hao and Li Xiaping et al. (2014) tested the model of internal marketing and employee satisfaction by investigating 30 employees at the grass-roots level of banks and using the method of combining reliability and validity, and concluded that the factors affecting employee satisfaction include recruitment, training, corporate culture and so on. Through literature analysis, Zhang Lu proposed that

organizational socialization, work values and employee participation are the important factors affecting the job satisfaction of the new generation of employees. Xie Yuhua and Zhang Qunyan (2015) explored the influencing mechanism of the participation of the new generation of employees on employee satisfaction, and concluded that the factors affecting the satisfaction of the new generation of employees include three aspects, namely, the participation of the new generation of employees in management, participation in supervision and participation in decision-making. Li (2015) combined literature research and statistical analysis methods, and concluded that non-material factors are the main factors affecting the job satisfaction of the new generation of knowledge workers, among which non-material factors include employees' personal development, organizational environmental motivation and workplace spirituality. Through factor analysis and regression analysis, Ma (2016) believed that five factors, namely, enterprise management, leadership, personal development, work itself and work return, affect the satisfaction of the new generation of employees, and that work return is the key factor affecting the satisfaction of the new generation of employees.

Cui (2016) and other scholars believed that the satisfaction of employees in the interaction with superiors, the satisfaction of employees in the interaction with colleagues, and the working environment provided by the organization are reflected in the external job satisfaction. CAI Guowei et al. (2017) further studied the influencing factors of job satisfaction in the Chinese context by taking ordinary employees in China as the research object. Peng et al. (2017) regarded job satisfaction as the level of employees'

satisfaction with their jobs, which has a certain degree of predictive effect on employees' behaviors in various aspects. Under the condition of fair distribution, employees have a deeper and more direct understanding of the organization, and their job satisfaction is more likely to be at a high level. Chen (2018) and other researchers pointed out that when employees are in a state of high job satisfaction, they are more willing to work and their work efficiency will be improved. Feng Guoyan et al. (2022) pointed out that job satisfaction refers to individuals' overall cognition and psychological feelings on work content, work environment and work itself. Zhu Hui et al. (2023) believed that job satisfaction is an individual's positive and positive evaluation of their own work, which is a subjective overall perception. The nature of the job, job characteristics, income, promotion opportunities, and relationships with superiors and colleagues can all affect the job satisfaction of employees.

Employee organizational commitment

The concept of organizational commitment was first put forward by Becker in 1960. Mowday (2009) and other scholars also defined organizational commitment, taking it as an individual's identity for a specific organization and the relative level involved in the organization. Based on the psychological contract theory, O'Reilly and Chatmen (2017) conducted theoretical research and pointed out that organizational commitment is a common expectation between individuals and organizations within an organization, which is the psychological feeling of mutual influence and mutual achievement. Allen and Meyer (2020) pointed out that individual employees have a psychological belonging to the organization and are also very dependent on the organization, which is organizational commitment. Chinese scholars have been studying organizational commitment since the 1990s and have made fruitful research results. Ling Wenquan (2018) and other researchers put forward the concept of organizational commitment

according to China's national conditions and Chinese cultural background, regarded organizational commitment as one of the signs to test whether members are loyal to the organization, and explained the reasons for members to stay in the organization. Chen Yongxia et al. (2018) pointed out that organizational commitment means that if employees feel more and more valued by the organization and are more and more authorized by the organization, they will be more loyal to the organization. Zhang Xu (2019) and other scholars found through research that organizational commitment refers to the way of thinking that members obtain physical or psychological satisfaction of internal emotions from the organization, and then are not willing to leave the organization. Ling Ling et al. (2019) argued that organizational commitment is a way of presentation that can unconsciously change the psychology of members, and this way of presentation determines the willingness of members to continue to exist in the organization. After research, Gao et al. (2020) believed that organizational commitment is a psychological manifestation of organizational members' recognition of organizational values, organizational culture and organizational goals. Liu Chenhui et al. (2022) showed in their research that organizational commitment refers to the employee's investment and identification with the organization after the establishment of an exchange relationship between the employee and the organization, which is a kind of psychological feeling of the employee.

Correlation between human resource management and job satisfaction

Previous studies have found that HRM practices have an impact on job satisfaction and can further influence the performance of an organization. Most scholars believe that

human resource management practices can positively predict employees' job satisfaction. Some scholars have studied the impact of human resource management practices in Asian countries on different performance indicators. There is a significant positive correlation between the human resource management practices of selection and allocation, training, authorization, performance evaluation and performance reward and the work performance of employees, such as labor productivity, job satisfaction and organizational commitment (Mrak, 2002). Some researchers have explored the relationship between human resource management and job satisfaction, and the results show that there is a significant positive correlation between performance reward and employees' job satisfaction. They proposed that for human resource management, recruitment factors affect job satisfaction, especially the candidates' perception of fairness in the recruitment process is significantly correlated with their turnover rate after entry and job satisfaction (Pothsuttanon, 2016). Other studies have come to different conclusions. McGeer et al. (2019) explored the relationship between human resource management and employee performance. The view that there is a significant positive impact between human resource management practices and job satisfaction is supported by most scholars (Macky and Boxall, 2007). Li et al. (2016) used the structural equation model to analyze 364 employees, and the results showed that HRM intensity had a significantly positive correlation with job satisfaction. Xing et al. (2017) found that the best human resource management practices are composed of six dimensions, namely, employee allocation and selection, incentive mechanism, occupational safety, employee participation,

performance management and strategy-based human resource planning. Shi et al. (2019) concluded that job satisfaction includes five dimensions: job incentive satisfaction, job reward satisfaction, job relationship satisfaction, job intensity satisfaction and management measures satisfaction. Lyu et al. (2020) found that the salary incentive of enterprises has a significant impact on the job satisfaction of highly skilled talents. Teachers were less satisfied with salary income and work intensity and more satisfied with self-actualization. In studying the impact of strategic human resource management on job satisfaction, Ding Xiaochun (2021) found that selection allocation and incentive mechanism have a positive impact on job satisfaction, while the three human resource management practices of performance management, employee participation and strategy-based human resource planning have no significant impact on job satisfaction. Gu et al. (2022) found that performance appraisal has a direct positive correlation with job satisfaction.

Human resource management and organizational commitment relevance

Previous studies have proved that human resource management practices (such as planning, promotion system, performance management, etc.) can significantly positively predict employees' affective commitment and continuous commitment. Amabile & Allen (1991) found that compensation and benefits in human resource management practices can significantly predict continuous commitment, while employees' socialization process has a significant impact on normative commitment. Kuvaas (2003) found that employees' satisfaction with performance evaluation would affect their affective commitment to the organization. Lyu, Luo, Yang et al. (2019) believed that human

resource management practices can strengthen employees' recognition and investment in the organization by influencing employees' organizational commitment. Compared with job content, position and leadership type, HRM practices can affect organizational commitment more, and HRM practices have a significant role in strengthening employees' organizational commitment. The organizational commitment of employees is also influenced by a number of other factors, such as the way and process by which the organization recruits, selects, hires, and evaluates employees. As the applicant's perception of the accuracy, effectiveness, and fairness of selection and evaluation methods changes, the organization's selection and evaluation methods should also change accordingly, because these perceptions of employees will affect their organizational commitment. This is also confirmed by the research of Paul et al. (2020), whose research results show that early implementation of the backup plan will lead to low organizational commitment and high turnover intention of employees; Employees' perception of organizational evaluation procedures will affect their organizational commitment and turnover intention, and this relationship will change with different career stages of employees.

Therefore, the organization should appropriately adjust the organization's procedures for selecting and evaluating employees on the basis of considering the career stage of employees. Amabile & Allen (1991) found that after the newly graduated college students entered the organization, if their expectations before joining were met, their organizational commitment would be correspondingly improved. The

process of employees entering the organization is an important factor affecting organizational commitment, and this influence is stronger for new employees. Li Xin and Sun Qinghua (2016) found through research that strategic human resource management has a significant impact on employees' organizational commitment. They believe that organizations should pay attention to not violating the psychological contract between the organization and employees, try their best to meet the psychological needs of employees, and promote employees to have higher organizational commitment to the organization, so as to promote the common development of the organization and employees. If an organization adopts the way of empowerment in the process of human resource management, employees will increase their emotional commitment to the organization due to the trust of the organization, and then work harder for the organization. Zhang Junyan (2020) found that supportive human resource management practices affected volunteers' affective commitment through the mediating variable of perceived organizational support.

Using the regression analysis method as the research tool, Liu and Shi (2015) explored the impact of human resource management on employees' organizational commitment by using the online survey method, and concluded that human resource management practices have a strong predictive effect on organizational commitment.

Xing et al. (2017) proposed that the best six dimensions of human resource

management include selection and allocation, incentive mechanism, occupational safety, participation, performance management and strategy-based human resource planning.

Ling Wenquan et al. (2018) proposed that organizational commitment includes five dimensions: emotional commitment, continuous commitment, ideal commitment, opportunity commitment and economic commitment, and studied the influencing factors of the five dimensions. Meyer and Allen (2019) and MeElroy (2021) proved that human resource management has a significant impact on continuous commitment. Song et al. (2023) found that there was a significant positive correlation between human resource management practices and perceived organizational support and organizational commitment, and different human resource management practices had different effects on different dimensions of organizational commitment.

HRM practices in relation to job satisfaction and organizational commitment

LAN (2014) proposed six dimensions of human resource management practices in colleges and universities, namely, selection and allocation of faculty and staff, employee participation, occupational safety, incentive system, performance management, and strategic human resource planning, which will have an impact on the job satisfaction and organizational commitment of college and university teachers. Le Wei (2020) explored the impact of human resource management practices on volunteers' job satisfaction and organizational commitment by taking Filipino volunteers as subjects. Of the seven HRM practices, planning was the only predictor of volunteer organizational commitment. However, planning and orientation are predictors of volunteer job satisfaction.

Synthesis

The concept of human resource management (HRM) practices in China was only adopted beginning in the 1990s as a foreign import. Many domestic firms still operate in a traditional personnel management mode with limited strategic planning or HR capability, although there is a general trend by which firms are increasingly becoming more strategic in their HRM practices (Fang, 2021). The HR department of a private hospital mainly acts as the implementer of HR policies. The HR managers often play the role of administrator, lack of professional management, where Chinese culture plays a fundamental role in the management of workplace relationships.

The perceived effectiveness of HRM practices, employee job satisfaction, and the relationship between employees and the organization in a private hospital in China. Employee job satisfaction and organizational commitment in this private hospital will be the focus of this study.

By summarizing the existing research results, it was found that although some scholars have confirmed that there is an inevitable causal relationship between human resource management practices, satisfaction, and organizational commitment, no consistent conclusion has been reached so far, which still needs further in-depth discussion and research. Through literature search, it is found that the problem of health human resource management is one of the bottlenecks faced by many private hospitals, which seriously restricts the healthy development of private hospitals. Therefore, it is particularly important to explore the impact of perceived effectiveness of human resource management practices in private hospitals on employees' job

satisfaction and organizational commitment to promote the healthy development of private hospitals.

Chapter 3

Methodology

This Chapter presents the research design, respondents of the study, the research instrument, the data-gathering procedure, data-processing procedure, and the data analysis procedure.

Research Design

This study utilized the survey-correlational research design. Survey research is the process of conducting research using surveys that researchers send to survey the respondents and the data collected are statistically analyzed to draw meaningful research conclusions (Bhaskaran, 2023). A correlational research design investigates relationships between variables without the researcher controlling or manipulation any of them to determine the strength of relationship between two or more variables and the direction a correlation can be either positive or negative (Bhandari, 2023).

The survey- correlational research design is an appropriate design for this study because the researcher simply gathered the data from the respondents using the researcher-made questionnaire and the results were interpreted to determine the strength and/or direction of the relationships among the perceived effectiveness of

human resource management practices in a private hospital in china and the organizational commitment among the employees.

Respondents of the Study

In this study, a total of 152 respondents were selected using the Slovin's formula from population of 244 employees as shown below:

$$n = \frac{N}{1 + Ne^2}$$

Where:

N = Population

n = Sample size

e = Sampling error, equal to .05

Thus, the sample size of 152 was computed as follows:

$$n = 244/[1 + (244 \times 0.05)^2]$$

$$n = 244/1 + (244 \times 0.0025)$$

$$n = 244/ (1 + 0.61)$$

$$n = 244/1.61$$

$$n = 151.5528 \approx 152$$

The stratified random sampling method was also used to ensure that the employees from five departments, namely, neurology, oncology and radiotherapy, neurosurgery, orthotics, and rehabilitation medicine in a private hospital in Henan Province, China are proportionately represented.

Inclusion Criteria. The 152 respondents in this study were randomly selected from a population of 244 employees of a private hospital in Henan Province, China, representing five departments, such as neurology, oncology and radiotherapy, neurosurgery, orthopedics, and rehabilitation medicine which were disguised as departments A, B, C, D, and E to ensure strict confidentiality of the data. Only all employees who voluntarily participated and willing to submit the written informed consent were involved, regardless of sex, marital status, age, job level, educational attainment, and years of service.

Exclusion criteria. Those employees who did not meet the foregoing inclusion criteria were deemed excluded as respondents in this study.

Data-Gathering Instrument

The data needed in this study were collected through a researcher-made questionnaire. The questionnaire has four parts.

Part 1 was used to gather the data on employee's profile in terms of sex, marital status, age, job level, educational attainment, employment status, and years of service.

Part II was the main questionnaire on the perceived effectiveness of HRM practices in terms of recruitment selection, training development, and job analysis. Items in the questionnaire on the perceived effectiveness of HRM practices in terms of recruitment selection, training development, and job analysis were answerable by the degree of agreement or disagreement to the statement based on the following criteria:

5 = Strongly agree

4 = Agree

3 = Moderately agree

2 = Disagree

1 = Strongly disagree

Part III was the main questionnaire on employee's job satisfaction in terms of compensation and benefits, working condition, and working relationship. Items in the questionnaire was answerable by the degree of agreement or disagreement to the statement based on the following criteria:

5 = Strongly agree

4 = Agree

3 = Moderately agree

2 = Disagree

1 = Strongly disagree

Part III was the main questionnaire on organizational commitment in terms of affective, continuance, and normative. Items in the questionnaire were answerable by the degree of agreement or disagreement to the statement based on the following criteria:

5 = Strongly agree

4 = Agree

3 = Moderately agree

2 = Disagree

1 = Strongly disagree

5= Strongly agree

Content Validity of the Questionnaire

The researcher-made questionnaire was submitted to three validators for content validity. The validators had expertise in human resource management, research, and statistics. The suggestions of the experts were incorporated in the revised questionnaire. The revised questionnaire was considered valid.

Reliability of the Questionnaire

After the questionnaire was found valid, it was administered for reliability testing to 30 employees in another private hospital in Henan, China. The Cronbach alpha was used to determine the reliability of the items in the questionnaire which showed Cronbach α coefficient as shown below:

Variable	Cronbach α coefficient
Perceived Effectiveness of HRM Practices	0.827
Employees' Job Satisfaction	0.861
Employees' Organizational Commitment	0.854

The results of the reliability test were found valid because the reliability coefficient between .70 to 1.0 is considered valid (Fraenkel, Wallen, & Hyun, 2012).

Ethical Considerations

The ethical soundness of the study was properly maintained by adhering to the following protocols:

Seeking Approval from the RERB Office and Other Related

Offices/Institutions. After getting the ethical clearance from the Research Ethics Review Board (RERB), the researcher asked for an endorsement from the Office of the Dean of the School of Graduate Studies of Central Philippine University to seek permission from the administration of a private hospital in China to administer the questionnaires to the target respondents of the study. Then, the researcher wrote a letter addressed to the administration of a private hospital in China to administer the questionnaires to the respondents. The researcher personally distributed the questionnaires to the respondents who were given one day within which to accomplish the questionnaires.

Risk Assessment. There was low or negligible risk in this study because the questions were not sensitive and the respondents had the sole prerogative to decide not to answer any items in the questionnaire. However, the researcher was vigilant to detect the risk, if there was any, so that necessary coordination with the concerned administrator could be done to in order to control or to mitigate the risk.

Benefits Assessment. Results of this study would provide the administration of private hospital with empirical data which could be used as basis to formulate major policies and administrative reforms, aimed at improving the effectiveness of the HRM practices, thereby enhancing the employees' job satisfaction and organizational commitment.

Withdrawal Criteria of Participants. The respondents had the sole prerogative to withdraw if they would decide not to continue with their participation in this study without any negative consequences or penalty.

Anonymity and Confidentiality of the Participants or Respondents. Each participant or respondent in this study were assigned with an ID number which was only known to the researcher. The data shared by the respondents were kept with utmost confidentiality and their identity was kept strictly confidential.

Voluntary, Non-coercive Recruitment of Participants/Respondents. The respondents in this study were properly oriented to the policy that their participation in this study was entirely voluntary. They were involved in this study without any coercion or compulsion. The respondents did not receive any compensation but they were given the sole prerogative to determine whether to participate or not.

Disposal of Research Materials/Data. The electronic copy of the data was stored in the computer that only the researcher has access to. Hard copies were kept in a locked filing cabinet under the sole custody of the researcher to ensure strict confidentiality of data. The collected data would be stored for six months. The soft copies would be deleted while the hard copies would be destroyed using the shredded machine within six months after the completion of this study and after the results are disseminated to relevant administrators and employees of a private hospital in China and other relevant beneficiaries through research conferences and after the results are published in a refereed journal to ensure that the results of this study would disseminated to all interested beneficiaries.

Contributions to Local Capacity Building and Benefits to Local communities.

The results of this study would provide significant benefits to local capacity building which would be beneficial to local communities because the findings of this study can be used as basis to formulate major policies to improve the HRM practices of a private hospital in China aimed at improving the job satisfaction and organizational commitment among the employees with the end view of improving their services to clients and residents of the local communities.

Incentives or compensation for participants. The respondents did not have monetary gains or any form of incentives as compensation for their participation in this study.

Disclosure or Declaration of potential Conflict of Interest. The researcher declared that there was no apparent conflict of interest in this study.

Dissemination Plan

The findings, conclusions, and recommendations in this study would be presented among relevant employees and other stakeholders of a private hospital in China through research conferences within six months after the completion of this study. The results of this study would also be published in a refereed journal as a form of a research dissemination to all beneficiaries and other interested parties.

Data-Gathering Procedure

The actual conduct of this study started after the RERB issued the ethical clearance. However, prior to the distribution of the questionnaires to the respondents, the researcher

would the endorsement of the Dean of the School of Graduate Studies of this University ask permission from the administration of a private hospital in China to personally administer the questionnaires. The respondents were given two days within which to accomplish the questionnaires at their most convenient time. Upon the retrieval of the duly accomplished questionnaires, the researcher checked the completeness of the requested information to ensure that the questionnaires would not be invalidated.

Data-Processing Procedure

The collected data were coded, tallied, and encoded in the computer using the Statistical Package for Social Sciences (SPSS) software, version 27. The coded data will be statistically analyzed using the appropriate statistical tools.

Data Analysis Procedure

The gathered data were statistically analyzed using the appropriate descriptive and inferential statistics.

Descriptive Statistics

The frequency count, percentage analysis, means, and standard deviation were used for descriptive data analysis.

Frequency Count. The frequency count was used to determine the employees' profile in terms of the number of employees for each category.

Percentage Analysis. The percentage analysis was used to determine the percent of respondents classified according to each category of employee's profile.

Mean. The mean was used to determine the average score of each category of the variable under investigation, such as perceived effectiveness of the HRM practices, job satisfaction, and organizational commitment among employees and the results were described as follows:

Perceived Effectiveness of HRM Practices. The mean scores on the perceived effectiveness of HRM practices were interpreted using the following scale:

Mean Range	Description
4.21 – 5.0	Very effective
3.41 – 4.20	Effective
2.61 – 3.40	Moderately effective
1.81 – 2.60	Ineffective
1.0 – 1.80	Very ineffective

Job Satisfaction. The job satisfaction among employees of a private hospital in China was interpreted using the following scale:

Mean Range	Description
4.21 – 5.0	Very satisfied
3.41 – 4.20	Satisfied
2.61 – 3.40	Moderately satisfied
1.81 – 2.60	Dissatisfied
2.0 – 1.80	Very dissatisfied

Organizational Commitment. The organizational commitment among employees of a private hospital in China was interpreted using the following scale:

Mean Range	Description
------------	-------------

4.21 – 5.0	Very committed
3.41 – 4.20	Committed
2.61 – 3.40	Moderately committed
1.81 – 2.60	Less committed
3.0 – 1.80	Not committed.

Standard Deviation. The standard deviation was used to determine the homogeneity or heterogeneity of the responses among the respondents.

Inferential Statistics

The t-test, one-way analysis of variance (ANOVA), and Pearson's product-moment coefficient of correlation or Pearson's r were used for inferential analysis of data.

The t-test. The t-test was used to determine if significant differences would exist between two independent samples on the perceived effectiveness of the HRM practices, job satisfaction, and organizational commitment among employees when respondents were classified according to sex, such as male and female.

One-Way Analysis of Variance (ANOVA). The one-way analysis of variance (ANOVA) was used to determine if significant differences would exist in the perceived effectiveness of the HRM practices, job satisfaction, and organizational commitment among employees when respondents were grouped according to three or more categories of employees' profile, such as marital status, job level, educational attainment, employment status, and years of service.

Pearson's Product-moment coefficient or correlation or Pearson's r. The

Pearson's product-moment coefficient of correlation or Pearson's r was used to determine if significant relationships would exist among the perceived effectiveness of the HRM practices, job satisfaction, and organizational commitment.

All inferential statistics were set at .05 level of significance.

Chapter 4

Results and Discussion

This Chapter presents the descriptive and inferential analysis of data which determined effectiveness of human resource management practices in a private hospital in china and its relationship to employees' job satisfaction and organizational commitment.

Descriptive Analysis of Data

The descriptive data analyses are presented below:

Employees' Profile

Table 1 shows data on employees' profile in terms of sex, marital status, age, job position level, educational attainment, and employees' status.

Sex. In terms of sex, 50 or 33% are males and 102 or 67 % are females. This implies the preponderance of female employees than the male cohorts.

Marital Status. With regard to marital status, 70 or 46% are single employees, 60 or 46% are married, and 12 or 8% are divorced. This signifies that the single and married cohorts are proportionately represented, implying the existence of normality of distribution among the single and married employees.

Age. As to age,49 or 32% are 21 to 30 years old, 79 or 52% are between 31-40 years old, 18 or 12% are 41 to 50 years old, and 6 or 4% are more than 50 years old. This denotes that majority of the employees are between 31 to 40 years old.

Job Position Level. In terms of job position level, 17 or 11% hold the senior and middle management position, 29 or 19% are junior management employees, and 106 or 70% are rank and file employees. This indicates the dominance of rank and file employees.

Years of Service. As to years of service, 9 or 6% have service experience of more or less 5 years, 117 or 77% have 6 to 10 years of service experience, 16 or 10% have 11-15 years, and 10 or 7% have at least 16 years of service experience. This implies that great majority of employees have 6 to 10 years of service experience.

Table 1

Employees' Profile

Category	<i>f</i>	%
Sex		
• Male	50	33
• Female	102	67
Total	152	100
Marital Status:		
• Single	70	46
• Married	70	46
• Divorced	12	8
Total	152	100
Age:		
• 30 years old and below	49	32
• 41-50 years old	79	52
• 41-50 years old	18	12
• Over 50 years old	6	4
Total	152	100
Job Level:		
• Senior and Middle Management	17	11
• Junior Management	29	19
• Rank and File	106	70
Total	152	100
Years of Service		
• 5 years and below	9	6
• 6-10 years	117	77
• 11-15 years	16	10
• 16 years or more	10	7
Total	152	100

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Sex

The results of the study on the effectiveness of human resource management practices as perceived by the employees are shown below:

Entire Group. The perceived effectiveness of human resource management practices in terms of recruitment ($M=3.85$, $SD= .7347$), training and development ($M=3.84$, $SD= .7876$), and job analysis ($M=3.91$, $SD= .7973$), obtained the mean scores described as “effective” when respondents were taken as an entire.

Recruitment and Selection. When grouped according to sex, both the male ($M=3.66$, $SD=.8445$) and female ($M=3.95$, $SD=.6578$), perceived that the HRM practices in terms of recruitment and selection was “effective.” This implies that both male and female had similar perception of the effectiveness of HRM practices in terms of recruitment and selection.

Training and Development. As to training and development, both the male ($M=3.69$, $SD=.8693$) and female ($M=3.91$, $SD=.7374$) perceived that the HRM practices in terms of training and development was “effective.” This implies that both male and female perceived a similar level of effectiveness of the HRM practices in terms of training and development.

Job Analysis. With regard to job analysis, the male ($M=3.70$, $SD=.8364$) and female ($M=4.01$, $SD=.7606$) perceived that the HRM practices in terms of job analysis was “effective.” This implies that both male and female perceived a similar perception of the level of effectiveness of the HRM practices in terms of job analysis.

The combined standard deviations ranging from .6578 to .8693 denotes a narrow dispersion from the mean, indicating that the employees were homogenous with their responses.

The data are shown in Table 2.

Table 2.1

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees

Classified According to Sex

Category (n = 152)	Male			Female			Entire Group		
	SD	M	Des	SD	M	Des	SD	M	Des
• Recruitment and Selection	.8445	3.66	E	.6578	3.95	E	.7347	3.85	E
• Training and Development	.8693	3.69	E	.7374	3.91	E	.7876	3.84	E
• Job Analysis	.8364	3.70	E	.7606	4.01	E	.7973	3.91	E

Note

Mean Range Description

- 4.21 – 5.0 – Very effective (VE)
- 3.41 – 4.20 – Effective (E)
- 2.61 – 3.40 – Moderately effective (ME)
- 1.81 – 2.60 – Ineffective (I)
- 1.0 – 1.80 – Very ineffective (VI)

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Marital Status

Table 2.2 presents the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis when employees are classified according to sex showed the following:

Recruitment and Selection. In terms of recruitment and selection, the single ($M=3.86$, $SD=.7027$), married ($M=3.85$, $SD=.7979$), and divorced ($M=3.85$, $SD=.5646$), perceived that the HRM practices was “effective.” This implies that regardless of marital status, the employees had similar perception of the effectiveness of HRM practices in terms of recruitment and selection.

Training and Development. As to training and development, the single ($M=3.84$, $SD=.7956$), married $M=3.83$, $SD=.8203$), and divorced ($M=3.94$, $SD=.6165$), perceived the HRM practices as “effective.” This implies that regardless of civil status, the respondents had similar level of effectiveness of the HRM practices in terms of training and development.

Job Analysis. With regard to job analysis, the results showed that the perceived HRM practices was “effective.” The single ($M=3.96$, $SD=.7688$), married ($M=3.85$, $SD=.8563$), and divorced ($M=3.94$, $SD=.6165$) obtained the mean scores which were all described as “effective.” This implies that regardless of civil status, the respondents had similar perception of the HRM practices in terms of job analysis.

The combined standard deviations ranging from .546 to .8563 denotes a narrow dispersion from the mean, indicating that the employees were homogenous with their responses.

The data are shown in Table 2. 2

Table 2.2

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Marital Status

Category (n = 152)	Single			Married			Divorced		
	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>
*Recruitment and Selection	.7027	3.86	E	.7979	3.85	E	.5646	3.85	E
*Training and *Development	.7956	3.84	E	.8203	3.83	E	.5684	3.83	E
Job Analysis	.7688	3.96	E	.8563	3.85	E	.6165	3.94	E

Note

Mean Range Description

- 4.21 – 5.0 – Very effective (VE)
- 3.41 – 4.20 – Effective (E)
- 2.61 – 3.40 – Moderately effective (ME)
- 1.81 – 2.60 – Ineffective (I)
- 1.0 – 1.80 – Very ineffective (VI)

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Age

Table 2.3 showed the data on the perceived effectiveness of the HRM practices when respondents were taken as an entire group in terms of recruitment and selection ($M = 3.85$, $SD = .7347$), training and development ($M = 3.84$, $SD = .7876$), and job analysis ($M = 3.91$, $SD = .7973$).

Recruitment and Selection. In terms of recruitment and selection, the group of 30 years and below ($M=3.59$, $SD=.7672$), 31-40 years old ($M=3.98$, $SD=.6572$), 41-50 years old ($M=3.91$, $SD=.8117$), and over 50 years old ($M=4.17$, $SD=.8165$), perceived that the HRM practices was “effective.” This implies that regardless of age, the employees had similar perception of the effectiveness of HRM practices in terms of recruitment and selection.

Training and Development. As to training and development, the results revealed that cohorts of 30 years and below ($M=3.61$, $SD=.8028$), 31-40 years old ($M=3.95$, $SD=.7333$), 41-50 years old ($M=3.86$, $SD=.8782$), and over 50 years old ($M=4.07$, $SD=.8291$), perceived that the HRM practices as “effective.” This implies that regardless of age, the employees had similar perception of the effectiveness of HRM practices in terms of training and development.

Job Analysis. With regard to job analysis, the results showed that the perceived HRM practices was “effective.” The 30 years and below cohorts ($M=3.60$, $SD=.7875$), 31-40 years old ($M=4.09$, $SD=.7097$), 41-50 years old ($M=3.94$, $SD=.8265$), and over 50 years old ($M=4.00$, $SD=1.265$), perceived that the HRM practices as “effective.” This implies that regardless of age, the employees had similar perception of the effectiveness of HRM practices in terms of job analysis.

The combined standard deviations ranging from .6572 to 1.265 denotes a narrow dispersion from the mean, indicating that the employees were homogenous with their responses.

The data are shown in Table 2. 3.

Table 2.3

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Age

Category (n=152)	30 Years and Below			31-40 Years Old			41-50 Years Old			Over 50 Years Old			Entire Group		
	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>
*Recruitment and Selection	.7672	3.59	E	.6572	3.98	E	.8117	3.91	E	.829	4.07	E	.734	3.85	E
*Training and *Development	.8028	3.61	E	.7333	3.95	E	.8782	3.86	E	.816	4.17	E	.787	3.84	E
Job Analysis	.7875	3.60	E	.7097	4.09	E	.8265	3.94	E	.1.26	4.00	E	.797	3.91	E

Note

Mean Range Description

- 4.21 – 5.0 – Very effective (VE)
- 3.41 – 4.20 – Effective (E)
- 2.61 – 3.40 – Moderately effective (ME)
- 1.81 – 2.60 – Ineffective (I)
- 1.0 – 1.80 – Very ineffective (VI)

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Job Level

Table 2.4 presents the data on perceived effectiveness of human resource management practices when respondents are taken as a whole in terms of recruitment and selection ($M = 3.85$, $SD = .7347$), training and development ($M = 3.84$, $SD = .7876$), and job analysis ($M = 3.91$, $SD = .7973$).

Recruitment and Selection. In terms of recruitment and selection, the middle and senior management cohorts ($M=3.81$, $SD=.7027$), junior management ($M=3.78$, $SD=.6798$), and rank and file employees ($M=3.88$, $SD=.7585$) perceived that the HRM practices as “effective.” This signifies that regardless of job level, the employees had

similar perception of the effectiveness of HRM practices in terms of recruitment and selection.

Training and Development. As to training and development, the middle and senior management cohorts ($M=3.81$, $SD=.7027$), junior management ($M=3.78$, $SD=.6798$), and rank and file employees ($M=3.88$, $SD=.7585$) perceived that the HRM practices as “effective.” This signifies that regardless of job level, the employees had similar perception of the effectiveness of HRM practices in terms of recruitment and selection.

Job Analysis. With regard to job analysis, the results showed that the middle and senior management cohorts ($M=3.71$, $SD=.9196$), junior management ($M=3.83$, $SD=.7539$), and rank and file employees ($M=3.96$, $SD=.7888$) perceived that the HRM practices as “effective.” This signifies that regardless of job level, the employees had similar perception of the effectiveness of HRM practices in terms of recruitment and selection.

The combined standard deviations ranging from .6798 to .9280 denotes a narrow dispersion from the mean, indicating that the employees were homogenous with their responses.

Table 2.4

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Job Level

Category (n = 152)	Senior & Middle Management			Junior Management			Rank & File			Entire Group		
	SD	M	Des	SD	M	Des	SD	M	Des	SD	M	Des

Recruitment and Selection	.7027	3.81	E	.6798	3.79	E	.7585	3.88	E	.7347	3.85	E
Training and Development	.9280	3.80	E	.7254	3.77	E	.7864	3.86	E	.7876	3.84	E
Job Analysis	.9196	3.71	E	.7539	3.83	E	.7888	3.96	E	.7973	3.91	E

Note :

Mean Range Description

- 4.21 – 5.0 – Very effective
- 3.41 –4.20 – Effective
- 2.61–3.40 – Moderately effective
- 1.81–2.60 – Ineffective
- 1.0–1.80 – Very ineffective

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Years of Service

Table 2.6 presents the data on perceived effectiveness of human resource management practices when respondents are taken as a whole in terms of recruitment and selection ($M = 3.85$, $SD = .7347$), training and development ($M = 3.84$, $SD = .7876$), and job analysis ($M = 3.91$, $SD = .797$).

Recruitment and Selection. In terms of recruitment and selection, the group of less than 5 years ($M=3.56$, $SD=.7276$), 6-10 years ($M=3.92$, $SD=.7155$), 11-15 years ($M=3.67$, $SD=.7270$), and 16 or more years ($M=3.53$, $SD = .7347$) perceived that the HRM practices as “effective.” This signifies that regardless of job level, the employees had similar perception of the effectiveness of HRM practices in terms of recruitment and selection when respondents were grouped according to age.

Training and Development. As to training and development, the group of less than 5 years ($M=3.63$, $SD=.8075$), 6-10 years ($M=3.89$, $SD=.7588$), 11-15 years ($M=3.68$, $SD=.8065$), and 16 or more years ($M=3.60$, $SD = 1.0608$) perceived that the HRM practices as “effective” when respondents were grouped according to years of service.

Job Analysis. With regard to job analysis, the results showed that the

the less than 5 years cohort ($M=3.59$, $SD=.7593$), 6-10 years ($M=3.96$, $SD=.77562$), 11-15 years ($M=3.837$, $SD=.8431$), and 16 or more years ($M=3.63$, $SD = .9867$) perceived that the HRM practices as “effective.”

The combined standard deviations ranging from .7155 to 1.6081 denotes a narrow dispersion from the mean, indicating that the employees were homogenous with their responses.

Table 2.6

Effectiveness of Human Resource Management Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Taken as an Entire Group and Classified According to Years of Service

Category (n = 152)	5 Years or Below			6-10 Years			11-15 Years			16 Years or More			Entire Group		
	SD	M	Des	SD	M	Des	SD	M	Des	SD	M	Des	SD	M	Des
• Recruitment and Selection	.727	3.56	E	.715	3.92	E	.727	3.67	E	.882	3.53	E	.734	3.85	E
• Training and Development	.807	3.63	E	.758	3.89	E	.806	3.68	E	1.06 1	3.69	E	.787	3.84	E
• Job Analysis	.759	3.59	E	.775	3.97	E	.843	3.83	E	.986	3.63	E	.797	3.91	E

Note

Mean Range Description

- 4.21 – 5.0 – Very effective
- 3.41 – 4.20 – Effective
- 2.61 – 3.40 – Moderately effective
- 1.81 – 2.60 – Ineffective
- 1.0 – 1.80 – Very ineffective

Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Sex

The results of the study on employees' job satisfaction revealed the following findings:

Entire Group. The findings in this study on job satisfaction among the employees taken as an entire group revealed that compensation and benefits ($M=3.69$, $SD=.7825$), working condition ($M=3.69$, $SD=.7451$), and working relationship ($M=3.61$, $SD=.8223$), which were all described as “effective.”

Specifically, the job satisfaction in terms of compensation and benefits, working condition, and working relationship among employees classified according to sex revealed the following findings:

Compensation and Benefits. In terms of compensation and benefits, both the male ($M=3.77$, $SD=.6998$) and female ($M=3.65$, $SD=.8204$), were satisfied at work in terms of compensation and benefits. This implies that both male and female had similar level of satisfaction at work in terms of compensation and benefits.

Working Condition. With regard to working condition the results showed that the male ($M=3.74$, $SD=.8505$) and female ($M=3.66$, $SD=.8453$) had similar level of job satisfaction, both described as “satisfied.”

Working Relationship. As to working relationship, the results showed that the male ($M=3.58$, $SD=.8749$) and the female ($M=3.62$, $SD=.7994$) were similarly satisfied in terms of working relationship

The combined standard deviations ranging from .6998 to .8749 signifies a narrow dispersion from the mean, indicating that the employees were homogenous in their level of job satisfaction when classified according to sex.

The data are shown in Table 3.1.

Table 3.1

Employees’ Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Sex

	Male	Female	Entire Group
--	------	--------	--------------

Category (<i>n</i> = 152)									
	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>
• Compensation and Benefits	.670	3.77	VS	.8204	3.65	VS	.782	3.69	VS
• Working Condition	.850	3.74	VS	.8453	3.66	VS	.745	3.68	VS
• Working Relationship	.874	3.58	VS	.7994	3.62	VS	.822	3.61	VS

Note:

Mean Range Description

- 4.21 – 5.0 – Very satisfied (VS)
- 3.41 – 4.20 – Satisfied (S)
- 2.61–3.40 – Moderately Satisfied (MS)
- 1.81–2.60 – Dissatisfied (D)
- 1.0–1.80 – Very dissatisfied (VD)

Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Marital Status

When the respondents were taken as an entire group in terms of compensation and benefits ($M=3.69$, $SD=.7825$), working condition ($M=3.69$, $SD=.7825$), and working relationship ($M=3.69$, $SD=.7825$) obtained the mean scores which were all described as “satisfied.”

Compensation and Benefits. In terms of compensation and benefits, the single ($M=3.53$, $SD=.7787$), married ($M=3.86$, $SD=.7627$), and divorced ($M=3.65$, $SD=.7771$), all with job satisfaction level, described as “satisfied.” This implies that the single, married, and divorced cohorts have similar level of job satisfaction.

Working Condition. As to working condition, all cohorts such as single ($M=3.58$, $SD=.8248$), married ($M=3.7950$, $SD=.86721$), and divorced ($M=3.65$, $SD=.7771$) had similar level of job satisfaction in terms of working condition, described as “satisfied.”

Working Relationship. With regard to working relationship, the single (M=3.61, SD=.8004), married (M=3.68, SD=.86821), and divorced (M=3.17, SD=.5414), all had job satisfaction level, described as “satisfied.” This implies that the single, married, and divorced cohorts have similar level of job satisfaction.

The combined standard deviations ranging from .5414 to .8682 signified a narrow dispersion from the mean, indicating that the employees were homogenous with their responses.

The data are shown in Table 3. 2

Table 3.2

Employees’ Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Marital Status

Category (n = 152)	Single			Married			Divorced			Entire Group		
	SD	M	Des	SD	M	Des	SD	M	Des	SD	M	Des
• Compensation and Benefits	.702	3.53	S	.762	3.86	S	.777	3.65	S	.782	3.69	S
• Working Condition	.867	3.58	S	.867	3.80	S	.817	3.65	S	.845	3.68	S
• Working Relationship	.868	3.61	S	.868	3.68	S	.541	3.17	S	.822	3.61	S

Note:

Mean Range Description

- 4.21 – 5.0 – Very satisfied(VS)
- 3.41 –4.20 – Satisfied (S)
- 2.61–3.40 – Moderately Satisfied(MS)
- 1.81–2.60 – Dissatisfied (D)
- 1.0–1.80 – Very dissatisfied (VD)

Employees’ Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Age

Table 3.3 presents the data on employees' job satisfaction in terms of compensation and benefits, working condition, and working relationship job when taken as an entire group and classified according to age.

Compensation and Benefits. In terms of compensation and benefits, the group of 30 years and below ($M=3.69$, $SD=.8117$), 31-40 years old ($M=3.98$, $SD=.6572$), 41-50 years old ($M=3.91$, $SD=.8117$), and over 50 years old ($M=4.17$, $SD=.8165$), the results showed that the employees were satisfied with their job. This implies that regardless of age, the employees had similar level of job satisfaction in terms of compensation and benefits when classified according to age.

Working Condition. As to working condition, the results revealed that cohorts of 30 years and below ($M=3.69$, $SD=.8996$), 31-40 years old ($M=3.70$, $SD=.8647$), 41-50 years old ($M=3.64$, $SD=.7492$), and over 50 years old ($M=3.50$, $SD=.4214$), that the employees were satisfied with their work. This implies that regardless of age, the employees had similar level of job satisfaction when respondents are grouped according to age.

Working Relationship. With regard to working relationship, the results showed that the are satisfied when classified according to age. The 30 years and below cohorts ($M=3.60$, $SD=.7875$), 31-40 years old ($M=4.09$, $SD=.7097$), 41-50 years old ($M=3.94$, $SD=.8265$), and over 50 years old ($M=4.00$, $SD=1.265$), perceived that the HRM practices as "effective." This implies that regardless of age, the employees had similar level of job satisfaction when grouped according to age.

The combined standard deviations ranging from .6572 to 1.265 denotes a narrow dispersion from the mean, indicating that the employees were homogenous with their responses.

The data are shown in Table 3. 3.

Table 3.3

Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Age

Category (n = 152)	30 Years and Below			31-40 Years Old			41-50 Years Old			Over 50 Years Old			Entire Group		
	SD	M	Des	SD	M	Des	SD	M	Des	SD	M	Des	SD	M	Des
*Compensation and Benefits	.811	3.69	S	.793	3.67	S	.705	3.78	S	.785	3.75	S	.782	3.69	S
*Working Condition	.899	3.69	S	.864	3.70	S	.749	3.65	S	.421	4.50	S	.845	3.68	S
*Working Relationship	.813	3.63	S	.857	3.54	S	.769	3.85	S	.490	3.39	S	.833	3.61	S

Note:

Mean Range Description

- 4.21 – 5.0 – Very satisfied
- 3.41 – 4.20 – Satisfied
- 2.61 – 3.40 – Moderately Satisfied
- 1.81 – 2.60 – Dissatisfied
- 1.0 – 1.80 – Very dissatisfied

Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Job Level

Table 3.4 presents the data on employees' job satisfaction in terms of compensation and benefits, working condition, and working relationship job when taken as an entire group and classified according to job level.

Compensation and Benefits. In terms of compensation and benefits, the group of middle and senior management ($M=3.84$, $SD=.8924$), junior management ($M=3.69$, $SD=.7199$), and rank and file employees ($M=3.74$, $SD=.7734$). This implies that regardless of job level, the employees had similar level of job satisfaction in terms of compensation and benefits when grouped according to job level.

Working Condition. As to working condition, the results revealed that the cohorts of middle and senior management ($M=3.81$, $SD=.7027$), junior management ($M=3.77$, $SD=.6798$), and rank and file employees ($M=3.88$, $SD=.7585$). This implies that regardless of age, the employees had similar level of job satisfaction in terms of working condition when grouped according to job level.

Working Relationship. With regard to working relationship, the results revealed that the cohorts of middle and senior management ($M=3.47$, $SD=.9338$), junior management ($M=3.69$, $SD=.7370$), and rank and file employees ($M=3.71$, $SD=.8608$). This implies that regardless of age, the employees had similar level of job satisfaction in terms of working relationship when grouped according to job level.

The combined standard deviations ranging from .7247 to .9338 signifies a narrow dispersion from the mean, indicating that the employees were homogenous with their responses.

Table 3.4

Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Job Level

Category (n = 152)	Senior & Middle Management	Junior Management	Rank & File	Entire Group
	Des	Des	Des	Des

	<i>SD</i>	<i>M</i>		<i>SD</i>	<i>M</i>		<i>SD</i>	<i>M</i>		<i>SD</i>	<i>M</i>	
• Compensation and Benefits	.892	3.34	S	.719	3.69	S	.773	3.75	S	.782	3.69	S
• Working Condition	.933	3.47	S	.737	3.69	S	.860	3.72	S	.845	3.68	S
• Working Relationship	.724	3.71	S	.72	3.65	S	.724	3.60	S	.810	3.65	S

Note:

Mean Range Description

4.21 – 5.0 – Very satisfied (VS)

3.41 – 4.20 – Satisfied (S)

2.61 – 3.40 – Moderately Satisfied (MS)

1.81 – 2.60 – Dissatisfied (D)

1.0 – 1.80 – Very dissatisfied (VD)

Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Years of Service.

Table 3.5 presents the data on employees' job satisfaction in terms of compensation and benefits, working condition, and working relationship job when taken as an entire group and classified according to years of service.

Compensation and Benefits. In terms of compensation and benefits, the less than 5 years cohorts ($M=3.94$ $SD=.6157$), 6-10 years ($M=3.72$, $SD=.7782$), 11-15 years ($M=3.28$, $SD=.8788$), and 16 years or more ($M=3.76$, $SD=.6806$), the results revealed that employees were satisfied. This implies that regardless of years of service, the employees had similar level of job satisfaction in terms compensation and benefits when grouped according to years of service.

Working Condition. As to working condition, the group of less than 5 years ($M=3.92$ $SD=.6009$), 6-10 years ($M=3.73$, $SD=.8468$), 11-15 years ($M=3.25$, $SD=.9327$), and 16 years or more ($M=3.58$, $SD=.7295$), the results revealed that employees were satisfied. This implies that regardless of years of service, the employees had similar

level of job satisfaction in terms of working condition when grouped according to years of service.

Working Relationship. With regard to working relationship, the group of less than 5 years ($M= 4.04$ $SD=.6329$), 6-10 years ($M=3.61$, $SD=.8476$), 11-15 years ($M=3.50$, $SD=.8434$), and 16 years or more ($M=3.30$, $SD=.4831$), the results revealed that employees were satisfied. This implies that regardless of years of service, the employees had similar level of job satisfaction in terms of working relationship when grouped according to years of service.

The combined standard deviations ranging from .6009 to 1.061 denotes a narrow dispersion from the mean, indicating that the employees were homogenous with their responses.

Table 3.6

Employees' Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship When Taken as an Entire Group and Classified According to Years of Service

Category (n = 152)	5 Years or Below			6-10 Years			11-15 Years			16 Years or More			Entire Group		
	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>
• Compensation and Benefits	.615	3.94	S	.778	3.72	S	.878	3.28	S	.882	3.53	S	.782	3.69	S
• Working Condition	.601	3.92	S	.846	3.73	S	.932	3.25	S	1.06	3.69	S	.845	3.68	S
• Working Relationship	.633	4.04	S	.847	3.61	S	.843	3.50	S	.986	3.63	S	.822	3.61	S

Note:

Mean Range Description

4.21 – 5.0 – Very satisfied (VS)

3.41 – 4.20 – Satisfied (S)

2.61 – 3.40 – Moderately Satisfied (MS)

1.81 – 2.60 – Dissatisfied (D)

1.0 – 1.80 – Very dissatisfied (VD)

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Sex

Table 4.1 presents the data on organizational commitment among employees taken as an entire group in terms of affective ($M=3.75$, $SD= .7979$), continuance ($M=3.84$, $SD= .7690$, and normative ($M=3.82$, $SD= .8023$) which indicated a high level of organizational commitment.

When grouped according to sex, the results revealed the following findings:

Affective. In terms of affective, the male ($M=3.66$, $SD=.9319$) and female ($M=3.80$, $SD=.9319$), the results indicated that the both male and female cohorts obtained the mean scores, described as “committed” This implies that the male and female cohorts have similar level of organizational commitment in terms of affective.

Continuance. The results showed that in terms continuance, the male ($M=4.0$, $SD=.7022$) and female ($M=3.76$, $SD=.7911$) indicated that the both male and female cohorts obtained the mean scores, described as “committed” which implies that the male and female cohorts have similar level of organizational commitment in terms of continuance.

Normative. With regard to organizational commitment in terms of normative, the findings showed that both male ($M=4.06$, $SD=.7082$) and female ($M=3.71$, $SD=.8247$) signified similar level of organizational commitment, described as “committed.”

The combined standard deviations ranging from .7451 to .9319 showed a narrow dispersion from the mean, indicating homogeneity of the responses from among the respondents.

Table 4.1

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Sex

Category (n = 152)	Male			Female			Entire Group		
	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>
• Affective	.931	3.66	C	.820	3.65	C	.797	3.83	C
• Continuance	.702	3.40	C	.845	3.66	C	.769	3.83	C
• Normative	.708	4.06	C	.799	3.62	C	.802	3.81	C

Note:

Mean Range Description

- 4.21 – 5.0 – Very committed (VC)
- 3.41 – 4.20 – Committed (C)
- 2.61 – 3.40 – Moderately committed (MC)
- 1.81 – 2.60 – Less committed (CM)
- 1.0 – 1.80 – Not committed (CM)

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Marital Status

Table 4.2 presents the data on organizational commitment in terms of affective, continuance, and normative among employees taken as an entire group and classified according to marital status:

Affective. In terms of affective, the single ($M=3.68$, $SD=.8881$), married ($M=3.87$, $SD=.7206$), and divorced ($M=3.53$, $SD=.5945$), received the mean scores which were all described as “committed.” This implies that regardless of the marital status, the employees have similar level of organizational commitment in terms of affective.

Continuance. The results showed that in terms of continuance, that the single ($M=3.77$, $SD=.6858$), married ($M=3.89$, $SD=.8746$), and divorced ($M=3.94$, $SD=.5567$), all received the mean scores described as “committed.” This indicates that regardless of the employee’ marital status, they somewhat similar level of organizational commitment in terms of continuance.

Normative. As regards the organizational commitment among employees in terms of normative, the results revealed that the single, ($M=3.77$, $SD=.7380$), married ($M=3.89$, $SD=.8799$), and divorced ($M=3.81$, $SD=.8189$) got the mean scores, described as “committed.” This implies marital status is not a factor affecting employees’ organizational commitment in terms of normative.

The combined standard deviations ranging from .5567 to .8881 revealed a narrow dispersion from the mean, indicating that the respondents were homogenous with their responses.

Table 4.2

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Marital Status

Category (n = 152)	Single			Married			Divorced			Entire Group		
	SD	M	Des	SD	M	Des	SD	M	Des	SD	M	Des
• Affective	.888	3.68	C	.720	3.87	C	.594	3.68	C	.888	3.75	C
• Continuance	.685	3.89	C	.874	3.88	C	.556	3.94	C	.769	3.83	C
• Normative	.738	3.89	C	.879	3.89	C	.718	3.82	C	.802	3.83	C

Note:

Mean Range Description

- 4.21 – 5.0 – Very committed (VC)
- 3.41 – 4.20 – Committed (C)
- 2.61 – 3.40 – Moderately committed (MC)
- 1.81 – 2.60 – Less committed (LC)
- 1.0 – 1.80 – Not committed (NC)

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Age

The findings on organizational commitment in terms of affective, continuance, and normative among employees taken as an entire group and classified according to age are presented hereunder:

Affective. In terms of affective, the group of 30 years old or below ($M=3.81$, $SD=.7846$), 31 to 40 years old ($M=3.68$, $SD=.7925$), 41 to 50 years old ($M=4.02$, $SD=.9178$), and over 50 years old ($M=3.50$, $SD=.4560$), received the mean scores which were all described as “committed.” This implies that regardless of age, the employees have similar high level of organizational commitment in terms of affective.

Continuance. In terms of continuance, the employees classified according to 30 years old or below ($M=3.87$, $SD=.6792$), 31 to 40 years old ($M=3.80$, $SD=.8482$), 41 to 50 years old ($M=3.97$, $SD=.6986$), and over 50 years old ($M=3.62$, $SD=.6244$), got the mean scores which were all described as “committed.” This implies that regardless of age, the employees have similar level of “high” organizational commitment in terms of continuance.

Normative. As regards the organizational commitment among employees in terms of normative, the results revealed that the cohorts of 30 years old or below ($M=3.83$ $SD=.71499$), 31 to 40 years old ($M=3.81$, $SD=.8668$), 41 to 50 years old ($M=4.00$, $SD=.7786$), and over 50 years old ($M=3.44$, $SD=.6466$), obtained the mean scores which were all described as “committed.” This implies that regardless of age, the employees have similar level of organizational commitment in terms of normative.

The combined standard deviations ranging from .5462 to .9178 revealed a narrow dispersion from the mean, indicating that the respondents were homogenous with their responses.

Table 4.3

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Age

Category (n = 152)	30 Years and Below			31-40 Years Old			41-50 Years Old			Over 50 Years Old			Entire Group		
	SD	M	Des	SD	M	Des	SD	M	Des	SD	M	Des	SD	M	Des
• Affective	.784	3.81	C	.792	3.68	C	.546	4.02	C	.460	3.50	C	.797	3.75	C
• Continuance	.679	3.87	C	.848	3.80	C	.917	3.97	C	.624	3.62	C	.769	3.84	C
• Normative	.715	3.83	C	.868	3.81	C	.698	4.0	C	.646	3.44	C	.802	3.83	C

Note:

Mean Range Description

- 4.21 – 5.0 – Very committed (VC)
- 3.41 – 4.20 – Committed (C)
- 2.61 – 3.40 – Moderately committed (MC)
- 1.81 – 2.60 – Less committed (LC)
- 1.0 – 1.80 – Not committed (NC)

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Job Level

Table 4.4 presents results of the study on organizational commitment in terms of affective, continuance, and normative among employees taken as an entire group and classified according to age are presented below:

Affective. The employees had level of organizational commitment in terms of affective, middle and senior management ($M = 3.66$ $SD=.7077$), junior management ($M = 3.87$, $SD=.7417$), and rank and file employees ($M = 3.74$, $SD=.8289$) were all described as “committed.” This implies that regardless of job level, the employees have similar level of organizational commitment in terms of affective.

Continuance. In terms of continuance, the employees classified according to middle and senior management ($M = 3.53$ $SD=.5945$), junior management ($M = 3.88$, $SD=.9406$), and rank and file employees ($M = 3.87$, $SD=.7372$) showed that they were all “committed,” indicating that they had high level of organizational commitment.

Normative. As regards the organizational commitment among employees in terms of normative, the results revealed that the cohorts of middle and senior management ($M = 3.54$ $SD=.6166$), junior management ($M = 3.89$, $SD=.9567$), and rank and file employees ($M = 3.86$, $SD=.7800$) obtained the mean scores which were all described as “committed,” indicating that the employees had high level of organizational commitment in terms of normative when grouped according to job level.

The combined standard deviations ranging from .5462 to .9178 revealed a narrow dispersion from the mean, indicating that the respondents were homogenous with their responses.

Table 4.4

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Job Level

Category (n = 152)	Senior & Middle Management			Junior Management			Rank & File			Entire Group		
	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>	<i>SD</i>	<i>M</i>	<i>Des</i>
• Affective	.707	3.67	C	.7417	3.87	C	.8289	3.74	C	.7979	3.75	C
• Continuance	.595	3.89	C	.9406	3.88	C	.7372	3.87	C	.7690	3.83	C
• Normative	.616	3.54	C	.9567	3.89	C	.7800	3.86	C	.7800	3.86	C

Note:

Mean Range Description

- 4.21 – 5.0 – Very committed (VC)
- 3.41 – 4.20 – Committed (C)
- 2.61 – 3.40 – Moderately committed (MC)
- 1.81 – 2.60 – Less committed (LC)
- 1.0 – 1.80 – Not committed (NC)

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Years of Service

Table 4.5 presents results of the study on organizational commitment in terms of affective, continuance, and normative among employees taken as an entire group and classified according to years of service are presented below:

Affective. In terms of affective, the group 5 years or below ($M=3.52$ $SD=.4449$), 6-10 years ($M=3.81$, $SD=.79654$), 11 to 15 years ($M=3.69$, $SD=.4782$), and 6 years or more ($M=3.43$, $SD= 1.3155$), received the mean scores which were all described as “committed.” This implies that regardless of years of service, the employees have similar level of organizational commitment in terms of affective.

Continuance. In terms of continuance, the employees classified according to years of service, the group 5 years or below ($M = 3.96$, $SD =.7487$), 6-10 years ($M= 3.79$, $SD =.7577$), 11 to 15 years ($M = 3.96$, $SD =.7547$), and 6 years or more ($M = 4.02$, $SD = .9806$), received the mean scores which were all described as “committed.” This implies that regardless of years of service, the employees have similar level of organizational commitment in terms of continuance.

Normative. As regards the organizational commitment among employees in terms of normative, the results revealed that the cohorts of 5 years or below ($M=3.91$ $SD=.8123$), 6-10 years ($M=3.79$, $SD=.7817$), 11 to 15 years ($M=3.91$, $SD=.8320$), and 6 years or more ($M =4.03$, $SD= 1.0502$), received the mean scores which were all described as “committed.” This implies that regardless of years of service, the employees have similar level of organizational commitment in terms of normative.

The combined standard deviations ranging from .4449 to 1.3155 revealed a narrow dispersion from the mean, indicating that the respondents were homogenous with their responses.

Table 4.6

Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Taken as an Entire Group and Classified According to Years of Service

Category (n = 152)	5 Years or Below			6-10 Years			11-15 Years			16 Years or More			Entire Group		
	<i>SD</i>	<i>M</i>	Des	<i>SD</i>	<i>M</i>	Des	<i>SD</i>	<i>M</i>	Des	<i>SD</i>	<i>M</i>	Des	<i>SD</i>	<i>M</i>	Des
• Affective	.444	3.52	C	.796	3.81	C	.478	3.69	C	1.315	3.43	C	.797	3.75	C
• Continuance	.748	3.96	C	.757	3.79	C	.754	3.96	C	.980	4.02	C	.769	3.84	C
• Normative	.812	3.91	C	.781	3.79	C	.832	3.91	C	1.050	4.03	C	.802	3.83	C

Note:

Mean Range Description

- 4.21 – 5.0 – Very committed (VC)
- 3.41 –4.20 – Committed (C)
- 2.61–3.40 – Moderately committed (MC)
- 1.81–2.60 – Less committed (LC)
- 1.0–1.80 – Not committed (NC)

Inferential Data Analysis

This section presents the inferential data analysis as shown below.

The t-test Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Sex

Table 5.1 shows the t-test results for differences in the effectiveness of HRM practices in terms of recruitment and selection, training and development, and job analysis as perceived by the employees classified according to sex.

Recruitment and Selection. The perceived HRM practices in terms of recruitment and selection, $t(152) = -2.338$, $p = .021$, it indicated a significant difference in mean scores, since p value was less than .05. In other words, a significant difference would exist in the perceived effectiveness of HRM practices in terms of recruitment and selection when respondents are grouped according to sex.

Training and Development. The employees' perception of the HRM practices in terms of recruitment and selection, $t(152) = -1.677$, $p = .096$, indicated a no significant difference in mean scores, since p value was less than .05. In other words, a significant difference would exist in the perceived effectiveness of HRM practices in terms of training and development when respondents are grouped according to sex.

Job Analysis. In terms of job analysis, $t(150) = -2.307$, $p = .022$, it revealed that no significant difference would exist, since p value was less than .05. This implies that a significant difference would exist in the perceived effectiveness of HRM practices in terms of job analysis when respondents are grouped according to sex.

Table 5.1

The t-test Results for Differences in the Effectiveness of HRM Practices in terms of

Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Sex

Category n = 152)	M	df	t-value	sig	Interpretation
Recruitment and Selection					
Sex					
• Male	3.66				Significant
• Female	3.95	150	-2.338*	.021	
Training and Development					
Sex					
• Male	3.69		-1.677*	.096	Not Significant
• Female	3.91	150			
Job Analysis					
Sex					
• Male	3.70				Significant
• Female	4.01	150	-2.307*	.022	

*P< .05, Sig at .05 alpha

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Marital Status

Table 5.2 shows the ANOVA computations of differences in the effectiveness of HRM practices in terms of recruitment and selection, training and development, and job analysis as perceived by the employees classified according to marital status.

Recruitment and Selection. As to recruitment and selection, $F(2,149) = .002$, $p = .998$, it indicated no significant differences in mean scores were noted because the p

value was greater than .05. In other words, no significant differences would exist in the perceived HRM practices in terms of recruitment and selection when respondents are grouped according to marital status

Training and Development. In terms of training and development, $F(2,149) = .004$, $p = .996$, it revealed no significant differences in mean scores were noted because the p value was greater than .05. This implies that no significant differences would exist in the perceived HRM practices in terms of training and development when respondents are grouped according to marital status.

Job Analysis. As regards the job analysis, $F(2,149) = .337$, $p = .714$, no significant differences in mean scores were noted because the p value was greater than .05. This implies that no significant differences existed in the perceived HRM practices in terms of job analysis when respondents are grouped according to marital status.

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Marital Status

Table 5.3 presents the ANOVA computations of differences in the effectiveness of HRM practices in terms of recruitment and selection, training and development, and job analysis as perceived by the employees classified according to marital status.

Recruitment and Selection. As to recruitment and selection, $F(2,149) = .002$, $p = .998$, no significant differences in mean scores were noted because the p value was greater than .05. In other words, no significant differences would exist in the perceived HRM practices in terms of recruitment and selection when respondents are grouped according to marital status

Training and Development. In terms of training and development, $F(2,149) = .004$, $p = .996$, no significant differences in mean scores were noted because the p value was greater than .05. This implies that no significant differences would exist in the perceived HRM practices in terms of training and development when respondents are grouped according to marital status.

Job Analysis. As regards the job analysis, $F(2,149) = .337$, $p = .714$, no significant differences in mean scores were noted because the p value was greater than .05. This implies that no significant differences existed in the perceived HRM practices in terms of job analysis when respondents are grouped according to marital status.

Table 5.2

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Marital Status

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Recruitment and Selection						
<i>Between Groups</i>	.002	2	.001	.002	.998	Not Significant
<i>Within Groups</i>	81.511	149	.547			
	81.513	151				
Training and Development						
<i>Between Groups</i>	.005	2	.002	.004	.996	Not Significant
<i>Within Groups</i>	93.664	149	.629			
	93.669	151				
Job Analysis						
<i>Between Groups</i>	.433	2	.216	.337	.714	Not Significant
<i>Within Groups</i>	95.564	149	.641			
<i>Total</i>	95.997					

$P > .05$, not sig at .05 alpha

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Age

Table 5.3 shows the ANOVA computations of differences in the effectiveness of HRM practices in terms of recruitment and selection, training and development, and job analysis as perceived by the employees classified according to age.

Recruitment and Selection. As to recruitment and selection, $F(3, 148) = 3.181, p = .026$, the existence of significant differences were noted in the mean scores because the p value was lesser than .05. In other words, no significant differences would exist in the perceived HRM practices in terms of recruitment and selection when respondents are grouped according to age.

Training and Development. In terms of training and development, $F(2, 148) = 2.405, p = .070$, no significant differences in mean scores were noted since the p value was greater than .05. This implies that no significant differences would exist in the perceived HRM practices in terms of training and development when respondents are grouped according to age.

Job Analysis. As regards the job analysis, $F(3, 148) = 4.086, p = .008$, significant differences existed since the p value was lesser than .05. This implies that no significant differences existed in the perceived HRM practices in terms of job analysis when respondents are grouped according to age.

Table 5.3

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Age

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Recruitment and Selection						
<i>Between Groups</i>	4.937	3	1.646	3.181*	.026	Significant
<i>Within Groups</i>	76.576	148	.517			
<i>Total</i>	81.513					
Training and Development						
<i>Between Groups</i>	4.354	3	1,451	2.405	.070	Not Significant
<i>Within Groups</i>	89.315	148	.603			
<i>Total</i>	93.669					
Job Analysis						
<i>Between Groups</i>	7.343	3	2.448	4.086*	.008	Significant
<i>Within Groups</i>	88.654	148	.535			
<i>Total</i>	95.997					

*P<.05, sig at .05 alpha

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Job Level

Table 5.4 shows the ANOVA computations of differences in the effectiveness of HRM practices in terms of recruitment and selection, training and development, and job analysis as perceived by the employees classified according to job level.

Recruitment and Selection. With regard to recruitment and selection, $F(2, 149) = 2.38, p = .788$), no significant differences existed in the mean scores because the p value was greater than .05. In other words, no significant differences would exist in the perceived HRM practices in terms of recruitment and selection when respondents are grouped according to job level.

Training and Development. In terms of training and development, $F(2, 149) = .175, p = .840$, no significant differences in mean scores were noted since the p value was greater than .05. This implies that no significant differences would exist in the perceived HRM practices in terms of training and development when respondents are grouped according to job level.

Job Analysis. As regards the job analysis, $F(2, 149) = .968, p = .382$), no significant differences were noted since the p value was more than .05. This implies the non-existence of significant differences existed in the perceived HRM practices in terms of job analysis when respondents are grouped according to job level.

Table 5.4

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Job Level

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Recruitment and Selection						
<i>Between Groups</i>	.260	2	.130	.238	.788	Not Significant
<i>Within Groups</i>	81.253	149	.545			
<i>Total</i>	81.513	151				
Training and Development						
<i>Between Groups</i>	.219	2	.110	.175	.840	Not Significant
<i>Within Groups</i>	93.450	149	.627			
<i>Total</i>	93.669	151				
Job Analysis						
<i>Between Groups</i>	1.231	2	.616	.968	.382	Not Significant
<i>Within Groups</i>	94.786	149	.636			
<i>Total</i>	95.997	151				

*P<.05, sig at .05 alpha

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of Recruitment and Selection, Training and Development, and Job

Analysis as Perceived by the Employees Classified According to Years of Service

Table 5.5 shows the ANOVA computations of differences in the effectiveness of HRM practices in terms of recruitment and selection, training and development, and job analysis as perceived by the employees classified according to years of service.

Recruitment and Selection. As to recruitment and selection, $F(3, 148) = 3.181, p = .026$, the existence of significant differences were noted in the mean scores because the p value was lesser than .05. In other words, no significant differences would exist in the perceived HRM practices in terms of recruitment and selection when respondents are grouped according to years of service.

Training and Development. In terms of training and development, $F(3, 148) = 2.405, p = .070$, no significant differences in mean scores were noted since the p value was greater than .05. This implies that no significant differences would exist in the perceived HRM practices in terms of training and development when respondents are grouped according to years of service.

Job Analysis. As regards the job analysis, $F(3, 148) = 4.086, p = .008$, significant differences existed since the p value was lesser than .05. This implies that no significant differences existed in the perceived HRM practices in terms of job analysis when respondents are grouped according to years of service.

Table 5.5

ANOVA Results for Differences in the Effectiveness of HRM Practices in terms of

Recruitment and Selection, Training and Development, and Job Analysis as Perceived by the Employees Classified According to Years of Service

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Recruitment and Selection						
Between Groups	2.953	3	.984	1.854	.140	Not Significant
Within Groups	78.560	148	.531			
Total	81.513	151				
Training and Development						
Between Groups	1.782	3	.594	.957	.415	Not Significant
Within Groups	91.887	148	.621			
Total	93.669	151				
Job Analysis						
Between Groups	2.175	3	.275	1.144	.333	Not Significant
Within Groups	88.654	148	.634			
Total	95.997	151				

P>.05, not sig at .05 alpha

The t-test Results for Differences in the Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Sex

Table 6.1 shows the t-test results for differences in job satisfaction in terms of compensation and benefits, working condition, and working relationship among employees classified according to sex.

Compensation and Benefits. With regard to recruitment and selection, $t(152) = .884$, $p = .378$), it indicated a significant difference in mean scores, since p value was less than .05. In other words, a significant difference would exist in job satisfaction when respondents are grouped according to sex.

Working Condition. With regard to working condition, $t(152) = .571$, $p = .569$), it

showed a no significant difference in mean scores, since p value was more than .05. This signifies that no significant difference would exist in job satisfaction when respondents are grouped according to sex.

Working Relationship. In terms of job analysis, $t(152) = -2.2647, p = .792$, it revealed that no significant difference would exist, since p value was more than .05. This implies that a significant difference would exist in the perceived effectiveness of HRM practices in terms of job analysis when respondents are grouped according to sex.

Table 6.1

The t-test Results for Differences in the Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Sex

Category n = 152)	M	df	t-value	sig	Interpretation
Compensation and Benefits					
Sex					
• Male	3.77				Not
• Female	3.65	150	.884	.378	Significant
Working Condition					
Sex					
• Male	3.74				Not
• Female	3.66	150	.571	.569	Significant
Working Relationship					
Sex					
• Male	3.58			.792	Not
• Female	3.62	150	-.264		Significant

P>.05, not sig at .05 alpha

ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Marital Status

Table 6.2 presents the ANOVA computations of differences in job satisfaction in terms of compensation and benefits, working condition, and working relationship among the employees classified according to marital status.

Compensation and Benefits. As to compensation and benefits, $F(2,149) = 3.218$, $p = .043$, the result revealed that significant differences in mean scores were noted because the p value was lower than .05. In other words, no significant differences would exist in job satisfaction in terms of compensation and benefits when respondents are grouped according to marital status.

Working Condition. In terms of working condition, $F(2,149) = 1.162$, $p = .316$, no significant differences in mean scores were noted because the p value was greater than .05. This implies that no significant differences would exist in the perceived HRM practices in terms of working condition when respondents are grouped according to marital status.

Working Relationship. With regard to working relationship, $F(2,149) = 1.994$, $p = .140$, no significant differences in mean scores were noted because the p value was greater than .05. This implies that no significant differences existed in job satisfaction in terms of working relationship when respondents are grouped according to marital status.

Table 6.2

ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Marital Status

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Compensation and Benefits						
<i>Between Groups</i>	3.828	2	1.914	3.218	.043	Significant
<i>Within Groups</i>	88.633	149	.595			
<i>Total</i>	92.461	151				
Working Condition						
<i>Between Groups</i>	1.656	2	.828	1.162	.316	Not Significant
<i>Within Groups</i>	106.187	149	.713			
<i>Total</i>	107.843	151				
Working Relationship						
<i>Between Groups</i>	2.661	2	1.331	1.994	.140	Not Significant
<i>Within Groups</i>	99.450	149	.667			
<i>Total</i>	102.112	151				

* $P < .05$, sig at .05 alpha

ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Age

Table 6.3 shows the data on the ANOVA results for differences in job satisfaction in terms of compensation and benefits, working condition, and working relationship among employees classified according to age.

Compensation and Benefits. As to compensation and benefits, $F(3, 148) = .115$, $p = .951$, the results showed the non-existence of significant differences in job satisfaction in terms of compensation and benefits among employees. Hence, the p value greater than .05 resulted in the acceptance of the null hypothesis. In other words, no significant differences would exist in job satisfaction among employees in terms of compensation and benefits when respondents are grouped according to years of service.

Working Condition. In terms of working condition, $F(3, 148) = .116$, $p = .951$, no significant differences in mean scores were noted since the p value was greater than .05. This implies that no significant differences would exist in job satisfaction among employees in terms of working condition when respondents are grouped according to years of service.

Working Relationship. As regards the job satisfaction in terms of working relationship among employees, $F(3, 148) = .116$, $p = .951$, no significant differences existed since the p value was greater than .05. This implies that no significant differences existed in employees; job satisfaction in term of working relationship when respondents are grouped according to years of service. This finding resulted in the acceptance of the null hypothesis.

Table 6.3

ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified

According to Age

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Compensation and Benefits						
<i>Between Groups</i>	.214	3	.071	.115	.951	Not Significant
<i>Within Groups</i>	92.247	148	.623			
<i>Total</i>	92.461	151				
Working Condition						
<i>Between Groups</i>	.252	3	.084	.116	.951	Not Significant
<i>Within Groups</i>	107.591	148	.727			
<i>Total</i>	107.843	151				
Working Relationship						
<i>Between Groups</i>	1.725	3	.575	.848	.470	Not Significant
<i>Within Groups</i>	100.387	148	.678			
<i>Total</i>	102.112	151				

P > .05, not sig. at .05 alpha

ANOVA Results for Differences in Job Satisfaction in terms of Compensation and Benefits, Working Condition, and Job Working Relationships Among Employees Classified According to Job Level

Table 6.4 shows the data on the ANOVA results for differences in job satisfaction in terms of compensation and benefits, working condition, and working relationship among employees classified according to job level.

Compensation and Benefits. As to compensation and benefits, $F(2, 149) = 1.977$, $p = .142$, the results showed the non-existence of significant differences in job satisfaction in terms of compensation and benefits among employees. Hence, the p value greater than .05 resulted in the acceptance of the null hypothesis. In other words,

no significant differences would exist in job satisfaction among employees in terms of compensation and benefits when respondents are grouped according to years of service.

Working Condition. In terms of working condition, $F(2, 149) = .620, p = .540$, no significant differences in mean scores were noted since the p value was greater than .05. This implies that no significant differences would exist in job satisfaction among employees in terms of working condition when respondents are grouped according to years of service.

Working Relationship. As regards the job satisfaction in terms of working relationship among employees, $F(2, 149) = .163, p = .850$, no significant differences existed since the p value was greater than .05. This implies that no significant differences would exist in employees' job satisfaction in term of working relationship when respondents are grouped according to years of service. This finding resulted in the acceptance of the null hypothesis.

Table 6.4

ANOVA Results for Differences in Job Satisfaction in terms of Compensation and Benefits, Working Condition, and Job Working Relationships Among Employees Classified According to Job Level

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Compensation and Benefits						
<i>Between Groups</i>	2.390	2	1.195	1.977	.142	Not Significant
<i>Within Groups</i>	90.071	149	.605			
<i>Total</i>	92.461	151				
Working Condition						
<i>Between Groups</i>	.890	2	.445	.620	.540	Not Significant
<i>Within Groups</i>	106.954	149	.718			
<i>Total</i>	107.843	151				

Working Relationship						
<i>Between Groups</i>	.222	2	.111	.163	.850	Not Significant
<i>Within Groups</i>	101.889	149	.684			
<i>Total</i>	102.112	151				

P>.05, sig at .05 alpha

ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Years of Service

Table 6.5 presents the ANOVA computations for differences in job satisfaction in terms of compensation and benefits, working condition, and working relationship among the employees classified according to years of service.

Compensation and Benefits. As to compensation and benefits, $F(3, 148) = 1.143$, $p = .132$, no significant differences were noted because the p value was greater than .05. This signifies the non-existence of the significant differences which resulted in the acceptance of the null hypothesis.

Working Condition. In terms of working condition, $(F 3, 148) = 1.309$, $p = .138$, no significant differences existed since the p value was greater than .05. This implies that no significant differences would exist in job satisfaction in terms of working condition which resulted in the acceptance of the null hypothesis.

Working Relationship. With regard to working relationship, $F (3, 148) = 1.386$, $p = .249$, no significant differences were noted because the p value was greater than .05. This implies that non-existence of significant differences in job satisfaction in terms of working relationship among employees. This finding resulted in the acceptance of the null hypothesis.

Table 6.5

ANOVA Results for Differences in Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Years of Service

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Compensation and Benefits						
<i>Between Groups</i>	3.428	3	1.143	1.899	.132	Not Significant
<i>Within Groups</i>	89.033	148	.602			
<i>Total</i>	92.461	151				
Working Condition						
<i>Between Groups</i>	3.927	3	1.309	1.864	.138	Not Significant
<i>Within Groups</i>	103.917	148	.702			
<i>Total</i>	107.843	151				
Working Relationship						
<i>Between Groups</i>	2.790	3	.930	1.386	.249	Not Significant
<i>Within Groups</i>	99.321	148	.671			
<i>Total</i>	102.112	151				

P > .05, not sig. at .05 alpha

The t-test Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to Sex

Table 7.1 shows differences in organizational commitment in terms of affective, continuance, and normative among employees classified according to sex.

Affective. In terms of affective, $t(152) = -1.022$, $p = .308$, it indicated a significant difference in mean scores, since p value was less than .05. In other words, no significant

difference would exist in organizational commitment when respondents are grouped according to sex which resulted in the acceptance of the null hypothesis.

Continuance. With regard to continuance, $t(152) = 1.814$, $p = .072$), it showed a no significant difference in mean scores, since p value was greater than .05. This signifies that no significant difference would exist in organizational commitment in terms of continuance when respondents are grouped according to sex.

Normative. In terms of normative, $t(152) = 2.515$, $p = .013$), it signified that significant difference would exist, since p value was lesser than .05. This implies that a significant difference would exist in organizational commitment in terms of normative when respondents are grouped according to sex. This finding resulted in the rejection of the null hypothesis.

Table 7.1

The t-test Results for Differences in Organizational Commitment in terms of Affective, Continuance, and Normative Among Employees Classified According to Sex

Category n = 152)	M	df	t-value	Sig	Interpretation
Affective					
Sex					
• Male	3.64	150	-1.022	.308	Not Significant
• Female	3.66				
Continuance					
Sex					
• Male	4.00	150	1.814	.072	Not Significant
• Female					
Normative					
Sex					
• Male	4.05	150	2.515*	.013	Significant
• Female	3.71				

*P< .05, Sig at .05 alpha

ANOVA Results for Differences in Organizational Commitment in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Marital Status

Table 7.2 presents the ANOVA computations for differences in organizational commitment in terms of affective, continuance, and normative among the employees classified according to years of service.

Affective. As to affective, $F(2, 149) = 1.582, p = .209$, no significant differences existed in organizational commitment among employees. The p value greater than .05 signifies the non-existence of the significant differences in organizational commitment in terms of affected which resulted in the acceptance of the null hypothesis.

Continuance. In terms of continuance, $F(2, 149) = .550, p = .578$, no significant differences existed since the p value was greater than .05. This implies that no significant differences would exist in job satisfaction in terms of working condition which resulted in the acceptance of the null hypothesis.

Normative. With regard to normative, $F(2, 149) = .398, p = .672$, no significant differences were noted because the p value was greater than .05. This implies the non-existence of significant differences in organizational commitment in terms of normative among employees. This finding resulted in the acceptance of the null hypothesis.

Table 7.2

ANOVA Results for Differences in Organizational Commitment in Terms of Compensation and Benefits, Working Condition, and Working Relationship Among Employees Classified According to Marital Status

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Affective						
<i>Between Groups</i>	1.999	2	1.000	1.582	.209	Not Significant
<i>Within Groups</i>	94.145	149	.632			
<i>Total</i>	96.144	151				
Continuance						
<i>Between Groups</i>	.654	2	.327	.550	.578	Not Significant
<i>Within Groups</i>	88.641	149	.595			
<i>Total</i>	89.295	151				
Normative						
<i>Between Groups</i>	.517	2	.258	.398	.672	Not Significant
<i>Within Groups</i>	96.688	149	.649			
<i>Total</i>	97.205	151				

P > .05, not sig. at .05 alpha

ANOVA Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to Age

Table 7.3 presents the ANOVA computations for differences in organizational commitment in terms of affective, continuance, and normative among the employees classified according to age.

Affective. As to affective, $F(3, 148) = 1.173, p = .322$, no significant differences existed in organizational commitment among employees when classified according to age. The p value greater than .05 signifies the non-existence of the significant differences in organizational commitment in terms of affected which resulted in the acceptance of the null hypothesis.

Continuance. In terms of continuance, $F(3, 148) = .445, p = .721$, no significant differences existed since the p value was greater than .05. This implies that no significant differences would exist in organizational commitment in terms of continuance which resulted in the acceptance of the null hypothesis.

Normative. With regard to normative, $F(3, 148) = .771, p = .512$, no significant differences were noted because the p value was greater than .05. This implies the non-existence of significant differences in organizational commitment in terms of working relationship among employees. This finding resulted in the acceptance of the null hypothesis.

Table 7.3

ANOVA Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to Age

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Affective						
<i>Between Groups</i>	2.232	3	.744	1.173	.322	Not Significant
<i>Within Groups</i>	93.912	148	.635			
<i>Total</i>	96.144	151				
Continuance						
<i>Between</i>	.798	3	2.66	.445	.721	Not

<i>Groups</i>							Significant
<i>Within Groups</i>	88.497	148	.598				
<i>Total</i>	89.295	151					
Normative							
<i>Between Groups</i>	1.496	3	.499	.771	.512		Not Significant
<i>Within Groups</i>	95.709	148	.647				
<i>Total</i>	97.205	151					

P > .05, not sig. at .05 alpha

ANOVA Results for Differences in Organizational Commitment in terms of Affective, Continuance, and Normative Among Employees Classified According to Job Level

Table 7.3 presents the ANOVA computations for differences in organizational commitment in terms of affective, continuance, and normative among the employees classified according to job level.

Affective. As to affective, $F(2, 149) = .456, p = .635$, no significant differences existed in organizational commitment among employees when classified according to job level. The finding which revealed a p value greater than .05 signifies the non-existence of the significant differences in organizational commitment in terms of affected when respondents were grouped according to job level. This finding resulted in the acceptance of the null hypothesis.

Continuance. In terms of continuance when classified according to job level, $F(2, 149) = 1.526, p = .221$, no significant differences existed since the p value was greater than .05. This implies that no significant differences would exist in organizational

commitment terms of working condition when grouped according to job level. The finding resulted in the acceptance of the null hypothesis.

Normative. With regard to working relationship when the respondents were grouped according to job level $F(2, 149) = 1.253, p = .289$, no significant differences were noted. The p value which was greater than .05 signified the non-existence of significant differences in organizational commitment among employees in terms of normative. This finding resulted in the acceptance of the null hypothesis.

Table 7.4

ANOVA Results for Differences in Organizational Commitment in terms of Affective, Continuance, and Normative Among Employees Classified According to Job Level

Variable	Sum of Squares	df	Mean Square	F-Value	Sig. Value	Interpretation
Affective						
<i>Between Groups</i>	.585	2	.293	.456	.635	Not Significant
<i>Within Groups</i>	95.559	149	.641			
<i>Total</i>	96.144	151				
Continuance						
<i>Between Groups</i>	1.792	2	.896	1.526	.221	Not Significant
<i>Within Groups</i>	87.503	149	.587			
<i>Total</i>	89.295	151				
Normative						
<i>Between Groups</i>	1.608	2	.804	1.253	.289	Not Significant
<i>Within Groups</i>	95.597	149	.642			
<i>Total</i>	97.205	151				

P>.05, sig at .05 alpha

ANOVA Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to

Years of Service

Table 7.5 presents the ANOVA computations for differences in organizational commitment in terms of affective, continuance, and normative among the employees classified according to years of service.

Affective. As to affective, $F(3, 148) = 1.024, p = .384$, no significant differences existed in organizational commitment among employees when classified according to job level. The finding which indicated a p value greater than .05 signifies the non-existence of the significant differences in organizational commitment in terms of affective when respondents were grouped according to job level. This finding resulted in the acceptance of the null hypothesis.

Continuance. In terms of continuance when classified according to job level, $F(2, 149) = .555, p = .645$, no significant differences existed since the p value was greater than .05. This implies that no significant differences would exist in organizational commitment terms of continuance when grouped according to job level. This finding resulted in the acceptance of the null hypothesis.

Normative. With regard to working relationship when the respondents were grouped according to job level $F(2, 149) = .373, p = .772$, no significant differences were noted. The p value which was greater than .05 signified the non-existence of significant differences in organizational commitment in terms of normative among employees. This finding resulted in the acceptance of the null hypothesis.

Table 7.5

ANOVA Results for Differences in Organizational Commitment in Terms of Affective, Continuance, and Normative Among Employees Classified According to Years of Service

Variable	Sum of	Mean	F-Value	Sig.	Interpretation
----------	--------	------	---------	------	----------------

	Squares	df	Square		Value	
Affective						
<i>Between Groups</i>	1.956	3	.652	1.024	.384	Not Significant
<i>Within Groups</i>	94.188	148	.636			
<i>Total</i>	96.144	151				
Continuance						
<i>Between Groups</i>	.994	3	.331	.555	.645	Not Significant
<i>Within Groups</i>	88.301	148	.597			
<i>Total</i>	89.295	151				
Normative						
<i>Between Groups</i>	.790	3	.243	.373	.772	Not Significant
<i>Within Groups</i>	96.474	148	.652			
<i>Total</i>	97.205	151				

P > .05, not sig. at .05 alpha

Pearson's r Results for the Relationships Among Perceived Effectiveness of HRM Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis and Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship

Table 8.1 presents the Pearson's r results for the relationships among perceived effectiveness in terms of recruitment and selection, training and development, and job analysis and job satisfaction in terms of compensation and benefits, working condition, and working relationship which revealed the non-existence significant relationships. The recruitment and selection and compensation benefit ($r = -.085$, r prob. = .297), recruitment and selection and working condition ($r = -.007$, r prob. = .343), recruitment and selection and working relationship ($r = -.002$, r prob. = .985) revealed the r probability of more than .05, indicating the non-existence of significant relationships.

In like manner, training and development and compensation benefit ($r = -0.76$, r prob. = .353), training and development and working condition ($r = -.067$, r prob. = .411),

training and development and working relationship ($r = -.045$, $r \text{ prob.} = .586$) indicated the non-existence of significant relationships.

Similarly, job analysis and compensation and benefits ($r = -.057$, $r \text{ prob.} = .488$), job analysis and working condition ($r = -.066$, $r \text{ prob.} = .423$), and job analysis and working relationship ($r = -.024$, $r \text{ prob.} = .767$) revealed the existence of no significant relationships.

The r probability higher than .05 indicates the non-existence of significant relationships, resulting in the acceptance of the null hypothesis.

Table 8.1

Pearson's r Results for the Relationships Among Perceived Effectiveness of HRM Practices in Terms of Recruitment and Selection, Training and Development, and Job Analysis and Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship

Perceived Effectiveness of HRM Practices	Job Satisfaction					
	Compensation and Benefits		Working Condition		Working Relationship	
	r	$r \text{ prob}$	r	$r \text{ prob}$	r	$r \text{ prob}$
*Recruitment and Selection	-.085	.297	-.077	.343	.002	.985
*Training and Development	-.076	.353	-.067	.411	-.045	.586
*Job Analysis	-.057	.488	-.066	.423	-.024	.767

Pearson's r Results for the Relationships Among Perceived Effectiveness of HRM Practices in Terms of Recruitment and Selection, Training and Development, and Organizational Commitment in Terms of Affective, Continuance, and Normative

Table 8.2 presents the Pearson's r results for the relationships among perceived effectiveness of HRM practices in terms of recruitment and selection, training and development, and organizational commitment in terms of affective, continuance, and normative which revealed the non-existence significant relationships. The relationship between recruitment and selection and affective ($r = -.066$, $r \text{ prob.} = .420$), recruitment and selection and continuance ($r = -.088$, $r \text{ prob.} = .282$), recruitment and selection and normative ($r = -.084$, $r \text{ prob.} = .303$) revealed that the r probability exceeded .05 alpha level, indicating the non-existence of significant relationships.

With regard to relationship between training and development and affective ($r = -.025$, $r \text{ prob.} = .763$), training and development and continuance ($r = -.049$, $r \text{ prob.} = .547$), training and development and normative ($r = -.051$, $r \text{ prob.} = .531$) signified the non-existence of significant relationships.

Similarly, the relationship between job analysis and affective ($r = -.007$, $r \text{ prob.} = .932$), job analysis and continuance ($r = -.069$, $r \text{ prob.} = .401$), and job analysis and normative ($r = -.065$, $r \text{ prob.} = .428$) indicated the non-existence no significant relationships.

The r probability higher than .05 signified the non-existence of significant relationships, resulting in the acceptance of the null hypothesis.

Table 8.2

Pearson's r Results for the Relationships Among Job Satisfaction in Terms of Compensating and Benefits, Working Condition, and Working Relationship and Organizational Commitment in Terms of Affective, Continuance, and Normative

Organizational Commitment

	Affective		Continuance		Normative	
	<i>r</i>	<i>r prob</i>	<i>r</i>	<i>r prob</i>	<i>r</i>	<i>r prob</i>
Perceived Effectiveness of HRM Practices						
*Recruitment and Selection	-.066	.420	-.088	.282	-.084	.303
*Training and Development	-.025	.763	-.049	.547	-.051	.531
*Job Analysis	-.007	.932	-.069	.401	-.065	.428

Pearson's *r* Results for the Relationships Among Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship and Organizational Commitment in Terms of Affective, Continuance, and Normative

Table 8.3 presents the Pearson's *r* results for the relationships among job satisfaction in terms of compensation and benefits, working condition, and working relationship and organizational commitment in terms of affective, continuance, and normative which revealed the no-existence significant relationships existed.

The results of the data on the relationship between job satisfaction in terms compensation benefits and organizational commitment in terms of affective ($r = -.003$, r compensation and benefits and continuance (prob. = .640), compensation and benefits and normative ($r = -.058$, r prob. = .479), and normative ($r = -.048$, r prob. = .561) revealed the r probability exceeded the .05 alpha level, indicating the non-existence of significant relationships.

In terms of working condition and affective ($r = .012$, r prob. = .885), working condition

and continuance ($r = -.054$, $r \text{ prob.} = .512$), working condition and normative ($r = -.089$, $r \text{ prob.} = .275$) showed that r probability was greater than .05 indicating the non-existence of significant relationships.

Similarly, in terms of working relationship and affective ($r = -.055$, $r \text{ prob.} = .500$) working relationship and continuance ($r = -.055$, $r \text{ prob.} = .500$), working relationship and continuance, and working relationship and normative ($r = -.089$, $r \text{ prob.} = .275$), revealed that the r probability was more than .05, signifying the non-existence of significant relationship. This finding resulted in the acceptance of the null hypothesis.

Table 8.3

Pearson's r Results for the Relationships Among Job Satisfaction in Terms of Compensation and Benefits, Working Condition, and Working Relationship and Organizational Commitment in Terms of Affective, Continuance, and Normative

	Organizational Commitment					
	<i>Affective</i>		<i>Continuance</i>		<i>Normative</i>	
	<i>r</i>	<i>r prob</i>	<i>r</i>	<i>r prob</i>	<i>r</i>	<i>r prob</i>
Job Satisfaction						
*Compensation and Benefits	.038	.640	-.058	.479	-.048	.561
*Working Condition	.012	.885	-.054	.512	-.051	.533
*Working Relationship	.055	.500	-.008	.923	-.089	.275

P>.05, not sig at .05 alpha

Chapter 5

Summary, Findings, Conclusions, and Recommendations

This Chapter presents the summary, findings, conclusions, and recommendations of the present investigation.

Summary

This study determined the perceived effectiveness of human resource management practices in a private hospital in china and its relationship to employees' job satisfaction and organizational commitment.

Specifically, this study has the following objectives:

1. Determine the employees' profile in terms of sex, marital status, age, job level, and years of service.

2. Determine the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis when respondents are taken as an entire group and when classified according to sex, marital status, age, job level, and years of service.

3. Determine the employees' job satisfaction in terms of compensation and benefits, working condition, and working relationship when respondents are taken an entire group and when classified according to sex, marital status, age, job level, and years of service.

4. Determine the employees' organizational commitment in terms of affective, continuance, and normative when respondents are taken as an entire group and when classified according to sex, marital status, age, job level, and years of service.

5. Determine if significant differences would exist in the perceived effectiveness of human resource management practices in terms of recruitment and selection, training

and development, and job analysis when respondents are classified according to sex, marital status, age, job level, and years of service.

6. Determine if significant differences would exist in employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships when respondents are classified according to sex, marital status, age, job level, and years of service.

7. Determine if significant differences would exist in the employees' organizational commitment in terms of affective, continuance, and normative when respondents are classified according to sex, marital status, age, job level, and years of service.

8. Determine if significant relationships would exist among the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis; employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships; and employees' organizational commitment in terms of affective, continuance, and normative.

Hypotheses

The following hypotheses were advanced based on the foregoing objectives:

1. No significant differences would exist in the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis when respondents are classified according to sex, marital status, age, job level, and years of service.

2. No significant differences would exist in employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships when respondents are classified according to sex, marital status, age, job level, and years of service.

3. No significant differences would exist in the employees' organizational commitment in terms of affective, continuance, and normative when respondents are classified according to sex, marital status, age, job level, and years of service.

4. No significant relationships would exist amount the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis; employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships; and employees' organizational commitment in terms of affective, continuance, and normative.

The survey-correlational research design was used. The respondents of this study were 152 employees who were randomly selected from a population of 244 from five departments, such as neurology, oncology and radiotherapy, neurosurgery, orthotics, and rehabilitation medicine in a private hospital in Henan Province, China. The stratified random sampling was also used to ensure that employees are proportionally represented. The data required for this study were collected through a researcher-made questionnaire. The frequency count, percentage analysis, mean, and standard deviation will be used for descriptive statistical analysis. The t-test, one-way analysis of variance (ANOVA), and Pearson's r were used for inferential data analysis. All inferential statistics were set at the 0.05 significance level. The duration for the conduct of this study was from November 2023 to May 2024.

Findings

The major findings revealed in this study are shown below:

1. Most of the respondents are females, the modal groups are single and married, majority are aging between 21 to 30 years old, most of them are rank and file, and the most number of employees have 6 to 10 years of service experience.
2. The employees perceived the human resource management practices in terms of recruitment and selection, training and development, and job analysis was effective when respondents were taken as an entire group and when classified according to sex, marital status, age, job level, and years of service.
3. The employees were satisfied with their job in terms compensation and benefits, training and development, and job analysis when respondents were taken as an entire group and when classified according to sex, marital status, age, job level, and years of service.
4. The employees had high level of organizational commitment in terms of affective, continuance, and normative among employees taken as an entire group and classified according to sex, marital status, age, job level, and years of service .
5. Significant differences existed in the perceived effectiveness of human resource management practices in terms of recruitment and analysis when respondents were grouped according to sex but no significant differences when grouped according to

marital status, age, job level, and years of service. Further, no significant differences were noted in the perceived effectiveness of human resource management practices in terms of training and development.

6. Significant differences existed in job satisfaction in terms of compensation and benefits when respondents were grouped according to marital status but no significant differences were noted in terms of working condition and working relationship when grouped according to sex, marital status, age, job level, and years of service.

7. Significant differences existed in employees' organizational commitment in terms of normative when respondents were classified according to marital status but no significant differences existed when grouped according to age, job level, and years of service. No significant differences in organizational commitment among employees in terms of affective and continuance when respondents were grouped according to sex, marital status, age, job level, and years of service.

8. No significant relationships exist among the perceived effectiveness of human resource management practices in terms of recruitment and selection, training and development, and job analysis; employees' job satisfaction in terms of compensation and benefits, working conditions, and working relationships; and employees' organizational commitment in terms of affective, continuance, and normative.

Conclusions

Based on the foregoing findings, the following conclusions are drawn:

1. It appears that there is a preponderance of female employees, with a good

number of employees who are either single or married, and slightly over one-half are young, with 6-10 years of service experience.

2. It seems that the employees, regardless of age, perceive that human resource management practices in terms of recruitment and selection and job analysis are effective which implies that the private hospital in China regularly practice the proper selection and recruitment of the most qualified applicants for the right position.

3. Perhaps, the employees, especially the married cohorts, are well satisfied with their job in terms compensation and benefits for they believe that they are fairly compensated to provide their family members with modest living.

4. It seems that the employees have high level of organizational commitment in terms of normative, especially among the married employees because they feel that they are treated fairly at work and they feel being obligated to reciprocate and they do not want to leave and to look for another employers.

5. It shows that no significant relationships exist among the perceived effectiveness of human resource management practices, job satisfaction organizational commitment among employees.

Recommendations

Based on the foregoing findings and conclusions, the following recommendations are advanced.

Administrators

It is recommended for the administrators to develop a more effective human resource management program that would regularly provide employees with proper

training and development in order to provide them greater satisfaction at work that would enhance their organizational commitment.

Employees

The employees should be encouraged to further enhance their organizational commitment, especially in terms of normative so that they could be encouraged to stay and to consider their employment with the hospital as a career for life.

Ministry of Health of People's Republic of China (MOH)

It is recommended provide the Ministry of Health of People's Republic of China (MOH) with empirical data based on the results of the study the findings in this study could be used as basis for this government ministry to formulate and implement health policies that would regulate the operations of medical institutions so as to ensure that the medical workers would gain greater satisfaction at work aimed improving further their organizational commitment with the end view of providing more efficient delivery of health services to clients and local residents in China.

Future Researchers

It is recommended that results of this study would be disseminated to other researchers research methods, findings, and conclusions in this study could be used as their basis when conducting similar or related studies in the future.

References

Baravik, M. (2023). What is human resource management? *Clear Company*.

<https://blog.clearcompany.com/6-benefits-of-effective-human-resource-management>

Bhandari, P. (2023). Correlational research/when & how to use.

Scribbr <https://www.scribbr.com/methodology/correlational-research/>

Bhaskaran, V. (2023). Survey research: Definition, examples and methods. *Question Pro*.

[https://www.questionpro.com/blog/survey-](https://www.questionpro.com/blog/survey-research/)

[research/](https://www.questionpro.com/blog/survey-research/) Cambridge Dictionary (2023). Marital status.

<https://dictionary.cambridge.org/dictionary/english/marital-status>

Cooke, F. L. (2021). Human resource management in China. *Oxford Bibliographies*.

<https://www.oxfordbibliographies.com/display/document/obo-9780199920082/obo-9780199920082-0188.xml>

Empx Track (2023). Recruitment and selection: The most important HR function. *Saigun*

Technologies Pvt., Ltd. <https://empxtrack.com/blog/recruitment-and-selection-the-most-important-hr-function/>

Hong, E. N. C., Hao, L. Z., Kumar, R., Ramendran, C., & Kadiresan, V. (2012). An

effectiveness of human resource management practices on employee retention
in institute of higher learning: A Regression analysis. *Research Gate*.

<https://www.researchgate.net/publication/267725979>

HR Glossary (2023). Employment status. *Academy to Innovate HR*.

<https://www.aihr.com/hr-glossary/employment-status/>

HR Glossary (2023). What is job analysis? *Academy to Innovate HR*.

<https://www.aihr.com/blog/job-analysis/#What>

International Labour Organization (2023). Working conditions.

<https://www.ilo.org/global/topics/working-conditions/lang--en/index.htm>

Jabari, B. A. & Ghazzawi, I. (2019). Organizational commitment: A review of the
conceptual and empirical literature and research agenda. *International*

Leadership Journal. <https://www.researchgate.net/publication/>

[331635975_Organizational_Commitment_A_Review_of_the_Conceptual_and_](https://www.researchgate.net/publication/331635975_Organizational_Commitment_A_Review_of_the_Conceptual_and_Empirical_Literature_and_a_Research_Agenda)

[Empirical_Literature_and_a_Research_Agenda](https://www.researchgate.net/publication/331635975_Organizational_Commitment_A_Review_of_the_Conceptual_and_Empirical_Literature_and_a_Research_Agenda)

Kataria, P. (2023). Top 10 employee profile samples. *Slide Team*.

<https://www.slideteam.net/blog/top-10-employee-profile-samples-with-examples-and-templates>

Krosel, A. et al. (2023). How to build a working relationship at work. *Indeed*.

<https://www.indeed.com/career-advice/starting-new-job/how-to-build-good-working-relationships>

Law Insider (2023). Years of service definition.

<https://www.lawinsider.com/dictionary/years-of-service>

Ma, Z. et al. (2019). Managing doctor-patient relationships and turnover intention in

Chinese hospitals with commitment HRM: The moderating role of pragmatism.

International Journal of Public Administration.

<https://www.tandfonline.com/doi/abs/10.1080/01900692.2019.1672725>

Mallick, C. B. (2021). What is job satisfaction? Definition, factors, importance, statistics, and examples.

Spice Works. <https://www.spiceworks.com/hr/engagement-retention/articles/what-is-job-satisfaction/>

Nickerson, C. (2023). Herzberg's two-factor theory of motivation-hygiene. *Simply*

Psychology. <https://www.simplypsychology.org/herzbergs-two-factor-theory.html>

Osibanjo, O. A. & Adeniji, A. (2012). Human resource management: Theory and Practice. *Pumak Nigeria Limited*.

https://www.researchgate.net/publication/305954894_Human_Resource_Management_Theory_and_Practice

Philippine Statistics Authority (2015). 2010 census of population and housing (CPH) 2015 population census (POPCEN).

S & P Global Market Intelligence (2023). Training and development- meaning, importance, process & example. *Business Coach, Inc*.

<https://www.mbaskool.com/business-concepts/human-resources-hr-terms/8685-training-and-development.html>

Thomson, S. B., Quedraogo, N., Horbay, M., & Khan, M. A., R, (2021).

Effectiveness of human resource management practices in developing countries. *Bangladesh Journal of Public Administration* 29(2).

doi:10.36609/bjpa.v29i2.223

Sociology (2023). Age. <https://sociology.plus/glossary/age/>

Vivian, N. (2022). Job levels: What, how, and why to implement position levels.

Career Addict. <https://www.careeraddict.com/job-level>

Vulpen, E. Y. (2023). Compensation and benefits: All you need to know.

Academy to Innovate HR. <https://www.aihr.com/blog/compensation-and-benefits/#What>

Wang, Y., Kim, S., Rafferty, A. & Sanders, K. (2020). Employee perceptions of HR

practices: A critical review and future directions. *The International Journal of Human Resource Management*. <https://www.tandfonline.com/>

doi/full/10.1080/09585192.2019.1674360

Zhao, C., Cooke, F. L., & Wang, Z. (2021). Human resource management in

China: What are the key issues confronting organizations and how can

research help? *Asia Pacific Journal of Human Resources*

. [https://www.researchgate.net/](https://www.researchgate.net/publication/351126751) publication/351126751

Appendix A

Survey Questionnaire Covering Letter

CENTRAL PHILIPPINE
UNIVERSITY School of
Graduate Studies

Lopez Jaena Street, Jaro,
Iloilo City, Philippines

(Date)

Dear Sir/Madam:

You were selected as one of the respondents for "Perceived Effectiveness of HRM practices in private hospitals in China and its relationship with employee job satisfaction and organizational commitment".

In this regard, I would greatly appreciate your valuable time, cooperation, and support to answer the requested information in the accompanying questionnaire because without your kind participation and full cooperation, this study will not be made possible.

Thank you very

much. Very truly

yours,

Name of
Student
Researcher

Noted:

A handwritten signature in black ink, appearing to read 'Lucio T. Encio', written over a vertical line that extends downwards from the signature.

DR. LUCIO T. ENCIO
Research Adviser

Appendix A.1

调查问卷求职信

中文翻译成当地语言

附录A

调查问卷封面信

菲律宾中央
大学 研
究生院

菲律宾 伊洛伊洛市, 恰罗 洛佩兹-哈伊纳街

(日期)

亲爱的先生/女士:

您被选为这项题为“中国民营医院人力资源管理实践感知有效性及其与员工工作满意度和组织承诺的关系”研究的受访者之一。

在这方面, 我将非常感谢您的宝贵时间、合作和支持, 以回答所附问卷中要求的信息, 因为没有您的友好参与和充分合作, 这项研究将无法实现。

非常感谢您。

张天瑶

(研究者)

注意事项:

卢西奥-T-恩西奥
博士 (导师)

Appendix B

Survey Questionnaire

Part I- Profile of Respondents

Instructions:

1. Kindly fill-out and/or check (✓) honestly the appropriate space the requested information.
2. Please do not leave any item unanswered.
3. Rest assured that the information provided in this questionnaire shall be kept with utmost confidentiality.

Name: (Optional)

A. Employees' Profile)

1. Sex:

____ Male

____ Female

2. Marital

Status: ____

Married

____ Unmarried

____ Divorced

____ Separated

3. Age: ____ years
old

4. Position

Level:

____ Managerial

____ Supervisory

____ Rank and File

5. Educational Attainment:

____ Junior college or
below . Bachelor's degree

_____ Master's degree or higher

6. Employment Status:

_____ Regular/Permanent Full-
Time _ Probationary Full-Time

_____ Part-
Time _ Casual

7. Years of service: _____ years

Part II- Main Questionnaire on the Perceived Effectiveness of HRM Practices

Instructions:

1. Please check (√) the column opposite each item to indicate the extent to which you agree or disagree to each statement:

5= Strongly
agree 4=
Agree

3= Moderately
agree 2=
Disagree

1= Strongly disagree

2. Please do not leave any items unanswered.

3. Rest assured that the information you shared will be kept strictly confidential.

A. Recruitment and Selection
1. The department in need of employees make proper requisition for recruitment and selection of prospective applicants.
2. The HR department announces the vacant position through the Bulletin Board and/through newspaper advertisement to invite prospective applicants for the vacant position.
3. The requirements and the needed qualifications for the vacant position are properly stated in the announcement for the vacant position.
4. The applicants are required to take written examinations and interview to determine the right person for the right position.

5. The HR department conducts background investigation about the applicants.

6. The applicants are required to submit themselves to drug test and psycho-neuro examination.

7. The applicants are required to submit the necessary credentials, such as transcript of record, results of medical examination, clearance, and other related documents prior to hiring.

8. The most qualified applicants are recommended for hiring after complying with all requirements for employment.

9. The newly hired employees are required to sign the employment contract.
10. The employment contract provides the terms for employment include, among others, the specific position, duties and responsibilities, the fixed salary, the working hours, and the department supervisor, etc.
B. Training and Development
1. The HR department provides training for newly hired employees.
2. The newly hired employees are oriented to the company policies, rules, and regulations.
3. The new employees are informed of their benefits and privileges.
4. The employees provided with training programs for their professional development.
5. The employees are provided with adequate trainings for their professional development.
6. The training and development programs for employees are provided periodically.
7. The employees are encouraged to avail of the continuing professional education as basis for promotion.
8. The employees are required to attend the training programs to equip them with new knowledge required for the job.
9. The employees are provided with training to develop their skills needed for the job.
10. The employees are provided with opportunities to attend the regional, national, and international trainings for the development of new knowledge and skills needed for their job.

C. Job Analysis

1. The company conducts job analysis as an effective process to determine the responsibilities and requirements of the employees' role.

2. The company employees, managers, and the HR department perform the job analysis so as to properly define the employees' role in a company. or when hiring new employees.
3. The job analysis is performed to determine the role of a newly hired employee.
4. The employees are involved in performing the job analysis to help them determine the requirements of a role properly.
5. The job analysis is performed as a process to identify the responsibilities and tasks in comparison with other jobs.
6. The job analysis is used to establish what education is required for the job.
7. The job analysis is used to examine the position rather than the individual who performs the job.
8. The job analysis is performed to identify job requirements in terms of skills, attributes, and other relevant qualifications needed for the job.
9. The job analysis can help to make it easier to delegate work to various roles.
10. The job analysis is performed to establish the performance standards for the job.

Part III- The Main Questionnaire on Employee Job Satisfaction

Instructions:

1. Please check (√) the column opposite each item to indicate the extent to which you agree or disagree to each statement:

5= Strongly
agree 4=
Agree

3= Moderately
agree 2=
Disagree

1= Strongly disagree

2. Please do not leave any items unanswered.

3. Please ensure that the information you provide will be kept strictly confidential.

<p>A. Compensation and Benefits I am satisfied with the following compensation and benefits because . . .</p>
1. the salary is comparable with the salaries given to employees in other private hospitals.
2. the overtime pay is provided for the services beyond the regular working hours.
3. benefits are provided as incentives for good performance.
4. unused vacation leaves are convertible into cash.
5. unused sick leaves are also convertible into cash.
<p>B. Working Condition I am satisfied with the working condition because . . .</p>

1. the employment contract specifies the terms and conditions for employment.

2. the regular working hours are properly provided in the employment contract.

3. the hospital provides conducive work environment for workers.

4. the working tools, equipment, and supplies are adequately provided for use.

5. the working environment is clean and properly maintained.

C. Working Relationships I am satisfied with working relationships because . . .
1. we work harmoniously with co-workers.
2. we have good relationships with superiors.
3. I love to work with my peers.
4. we work as a team.
5. we have proper coordination and cooperation with our team members.

Part IV- Main Questionnaire on Organizational Commitment Among Employees.

Instructions:

1. Please check (√) the column opposite each item to indicate the extent to which you agree or disagree to each statement:

5= Strongly
agree 4=
Agree

3= Moderately
agree 2=
Disagree

1= Strongly disagree

2. Please do not leave any items unanswered.

3. Please ensure that the information you provide will be kept strictly confidential.

A. Affective I am committed to this organization because . . .
1. I am happy to belong as an employee of this hospital.

2. I enjoy working for this hospital.
3. I am happy to be involved in all work activities.
4. I feel proud being affiliated to this hospital.
5. my emotional attachment to this hospital is very important to me.

B. Continuance

I am committed to continue working for this hospital because . . .

1. I don't want to assume the risk in looking for another job.

2. I want to earn money for the support of my family.

3. I don't want to leave my job.

4. my employment in this company provides me with an opportunity to earn regularly that will provide a modest living for my family.

5. I find it costly to leave this company and to look for another job.

C. Normative

I am committed to work for this organization because . . .

1. I have a sincere desire to work for the common good.

2. I feel being obligated to serve.

3. I feel that we are fairly treated at work.

4. I like to work towards the achievement of the avowed purposes and objectives of our department.

5. I am greatly indebted to this hospital.



CENTRAL PHILIPPINE UNIVERSITY
Bolo City, Philippines
SCHOOL OF GRADUATE STUDIES

CERTIFICATION

To Whom It May Concern:

This is to certify that I have validated the instrument of Ms. Zhang Tianyao regarding her study on **Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment.**

These are my observations:

Research Questionnaire comprehensively covers research topic.

This certification is issued upon the request of Ms. Zhang Tianyao for whatever purpose it may serve her.

Name of validator: **John B. Tadifa, LPT, PhD**

Signature: 

Date: November 15, 2023



CENTRAL PHILIPPINE UNIVERSITY
Iloilo City, Philippines
SCHOOL OF GRADUATE STUDIES

CERTIFICATION

To Whom It May Concern:

This is to certify that I have validated the instrument of Mr./Ms. by Zhang Tianyao regarding his/her study on "Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment."

These are my observations:

The questionnaire is considered valid as can measure what the research purports to measure.

This certification is issued upon the request of Mr./Ms. Zhang Tianyao for whatever purpose it may serve him/her.

Name of Validator: Nonito S. Baldeviso, MBA

Signature:

Date: November 15, 2023



CENTRAL PHILIPPINE UNIVERSITY
Iloilo City, Philippines

SCHOOL OF GRADUATE STUDIES

CERTIFICATION

To Whom It May Concern:

This is to certify that I have validated the instrument of Mr./Ms. by Zhang Tianyao regarding his/her study on "**Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment.**"

These are my observations:

The questionnaire is considered valid since it covers all the variables considered to be measured in this study.

This certification is issued upon the request of Mr./Ms. Zhang Tianyao for whatever purpose it may serve him/her.

Name of Validator: Dr. Carina Raylos

Signature: _____

Date: November 15, 2023



CENTRAL PHILIPPINE UNIVERSITY
Jaro, Iloilo City Philippines

SCHOOL OF GRADUATE STUDIES


CERTIFICATE OF APPROVAL

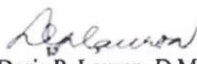
November 20, 2023

To Whom It May Concern:


This is to certify that Zhang Tianyao had defended and the panelists approved her thesis proposal with the title Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment on October 2, 2023.


This certification is issued upon the request of Zhang Tianyao for the purpose of her thesis undergoing ethics review.


Carmen N. Hernandez, D.M.
Chairman, Evaluation Committee


Doris P. Lauron, D.M.
Outside Expert


Rodalyn E. Daylo, Ph.D.
Panel Member


April Ann B. De La Gente, Ph.D.
Panel Member


ROWENA M. LIBO-ON, D.M.
Dean, School of Graduate Studies

Appendix E.1

November 18, 2023

Nonito S. Baldeviso, MBA
Jaro, Iloilo City

Dear Sir:

You have been selected as one of the validators of the questionnaire in this study titled, **“Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees’ Job Satisfaction and Organizational Commitment,”** prepared and submitted by Zhang Tianyao in partial fulfillment of the requirements for the degree, Master in Business Administration.

In this regard, I would greatly appreciate your valuable time, cooperation, and support to validate the accompanying questionnaire based on the criteria for content validity by Good and Scates.

Also, I would greatly appreciate if you can issue a Certificate of Validation.

Thank you very much.

Very truly yours,

Zhang Tianyao
Researcher

Noted:



DR. LUCIO T. ENCIO
Research Adviser

Appendix E.2

November 18, 2023

Dr. Carina Raylos
Jaro, Iloilo City
Dear Madam:

You have been selected as one of the validators of the questionnaire in this study titled, **“Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees’ Job Satisfaction and Organizational Commitment,”** prepared and submitted by Zhang Tianyao in partial fulfillment of the requirements for the degree, Master in Business Administration.

In this regard, I would greatly appreciate your valuable time, cooperation, and support to validate the accompanying questionnaire based on the criteria for content validity by Good and Scates.

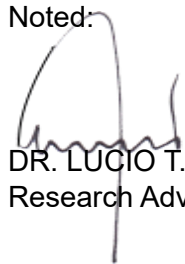
Also, I would greatly appreciate if you can issue a Certificate of Validation.

Thank you very much.

Very truly yours,

Zhang Tianyao
Researcher

Noted:



DR. LUCIO T. ENCIO
Research Adviser

Appendix E.3

November 18, 2023

John B. Tadifa, PhD
Jaro, Iloilo City

Dear Sir:

You have been selected as one of the validators of the questionnaire in this study titled, **“Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees’ Job Satisfaction and Organizational Commitment,”** prepared and submitted by Zhang Tianyao in partial fulfillment of the requirements for the degree, Master in Business Administration.

In this regard, I would greatly appreciate your valuable time, cooperation, and support to validate the accompanying questionnaire based on the criteria for content validity by Good and Scates.


Also, I would greatly appreciate if you can issue a Certificate of Validation.

Thank you very much.



Very truly yours,

Zhang Tianyao
Researcher

Noted:



DR. LUCIO T. ENCIO
Research Adviser

 RESEARCH ETHICS REVIEW BOARD CENTRAL PHILIPPINE UNIVERSITY Lopez Jaena St., Jaro, Iloilo City, Philippines 329-1971 to 79 local 3336	
DECISION FORM	RERB Form No. 22-1 Version No. 04 Date of Effectivity: 17 May 2023

Date: January 9, 2023

NAME OF PROPONENT: **ZHANG TIANYAO**

Institution: CENTRAL PHILIPPINE UNIVERSITY

Re: "PERCEIVED EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICES IN A PRIVATE HOSPITAL IN CHINA AND ITS RELATIONSHIP TO EMPLOYEES' JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT"

RERB code: 2023-426-PG-ZHANG TIANYAO

Dear Mr/Ms. Zhang Tianyao,

This is to acknowledge receipt of your request and the following supporting documents dated **November 20, 2023**:

1. Letter of application for research ethics review addressed to CPU- RERB Chair
2. Accomplished RERB Application (Form 07-1)
3. Full protocol/Research proposal (Chapters 1, 2 and 3) with references.
4. Validated Research Instrument/Questionnaire for Quantitative Research
5. Certificate of Validation for researcher-made questionnaire preferably from (3) three experts in the field, not by the adviser and panel members
6. Informed Consent Form (CPU-RERB template)
7. Certificate of Technical Review/Approval sheet of proposal signed by (3) three members of the technical panel and the Dean
8. Turnitin Similarity Certificate from CPU-RCECC
9. Budget
10. Curriculum Vitae/Resume of the Researcher/Investigator and Co-Researchers with 2x2 photograph
11. GANTT Chart/Timelines/Table of schedule
12. Two (2) Hard Copies (Soft Bound in Blue or Black cover) of the above documents placed inside a long clear plastic envelope
13. Soft Copy of the above documents emailed to researchethics@cpu.edu.ph

The above documents underwent **Expedited Review** which generated the following list of recommendations:

1. Kindly include the duration of the study, in the Scope and Limitation (e.g. May 2023 to May 2024)
 2. State what kind of research design are you going to employ in your study in Chapter 3 Research Design
 3. Please follow the correct sequence of sections in Chapter 1, refer to the CPU Research Handbook by Dr. Encio
- This form contains the CPU-RERB recommendations. Please comply within ten (10) days and wait for the Ethical Clearance before the conduct of the study.

4. Redundant Objectives of the study
5. Revise inclusion criteria indicate traits such as age, sex, number of years of service, employment status, specialization of your respondents
it should be the same with # 5 in ICF. Provide one statement for exclusion criteria- Those who does not belong to the inclusion criterion mentioned are excluded to participate
6. On ethical consideration subparagraph Disposal of Research Material please specify how to destroy the collected data
7. On ICF:
 - a. # 4 remove the last paragraph – starting from “The information that will be shared.....up to potential harm and replace with a short description of the parts of your questionnaire.
 - b. # 5 remove computation of sample size no need of the computation, it must be reflected in your protocol only focus your discussion on the inclusion criteria mention what traits qualifies them to participate in your study indicate the age & sex of your respondents . In the exclusion criteria state Those who does not belong to the inclusion criterion mentioned are excluded to participate.
 - c. # 7 delete and revise . Kindly provide procedure in the conduct of your study most specifically, how will you gather & collect data from your respondents. Be guided with this statement - *Describe how the survey will be distributed and collected, how the information will be recorded and how the identity of the participants be anonymized, mention who will have access to the results of the survey.*
 - d. # 8 remove - *This study will be conducted and will be completed within six (6) months from the date of the issuance of the ethical clearance from the RERB which will cover the period from January to June, 2023. For questionnaire: You will be given a period of two days within which to properly accomplish the questionnaires at your most convenient time. Then, the researcher will return after two days to personally check and retrieve the duly accomplished questionnaire. For interview: The interview will not be used in this study because this is purely quantitative study and the data needed will be gathered using the questionnaire.*
 - e. # 9 delete & revise indicate the research related risk choose as to low, minimal or high and provide discussion on mitigation procedure.
 - f. # 16 Do not remove the last paragraph
 - g. Submit a translated version of the ICF.



DECISION: Approved Minor revision
 Disapproved Major revision

Very truly yours,

Joy G. Raso, PhD

Chair, CPU-RERB

Date: 1/1/24

 RESEARCH ETHICS REVIEW BOARD CENTRAL PHILIPPINE UNIVERSITY Lopez Jaena St., Jaro, Iloilo City, Philippines 329-1971 to 79 local 3336	
RESUBMISSION FORM	RERB Form No. 08-1 Version No. 03 Date of Effectivity: 17 May 2023

INSTRUCTION TO THE RESEARCHER/s: This form shall be filled-out by the researcher upon receipt of the Decision form. Obtain an electronic copy of this form and provide the information required in the space provided. This form shall be signed by the researcher and adviser before submission to rec-resubmission@cpu.edu.ph

GENERAL INFORMATION			
Title of the Study	Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment		
Version number/Date			
RERB Code		Study Site:	Private Hospital in China Zhengzhou City, Henan Province, China
Name of Researcher	Zhang Tianyao	Contact Information	Tel No.
			Mobile No.:+86 17689454429
			Fax No.
Co-researcher (if any)			Email: 1506110733@qq.com
Institution of researcher/s	School of Graduate Studies, Central Philippine University		
Address of Institution	Lopez Jaena St., Jaro, Iloilo City, Philippines		

RERB Recommendations	Response of Researcher	Section and page number of revisions
1. Kindly include the duration of the study in the Scope and Limitations of the Study	Implemented.	Scope and Limitations of the Study, p.18
2. State what kind of research design are you going to employ in your study in Chapter 3 Research Design	Implemented.	Research Design, p.39
3. Please follow the correct sequence of sections in Chapter 1, refer to CPU Research Handbook by Dr. Encio	Implemented.	Chapter 1
4. Redundant objectives of the study	Corrected.	Objectives of the study, pp. 5-7
5. Revise the inclusion criteria. Indicate traits such as age, sex, number of years of service, employment status, specialization, of your respondents. It should be the same with #5 in ICF. Provide one statement for the exclusion criteria. Those who do not belong to the inclusion criterion mentioned are excluded to participate.	Implemented.	Respondents of the Study, pp.40-41

6. On ethical consideration subparagraph: Disposal of Research Material. Please specific how to destroy the collected data	Implemented	Chapter 3 Disposal of Research Materials p. 45 ICF # 15
7. On ICF.		
a. #4 remove the last paragraph- starting from "The information will be shared . . .up to potential harm and replace with a short description of the parts.	Implemented.	#4 ICF
b. #5 remove computation of sample size. No need of computation. It must be reflected in your protocol only. Focus your discussion on the inclusion criteria. Mention what traits qualifies them to participate in your study. Indicate the age & sex of your respondents. In the exclusion criteria, state "Those who do not belong to the inclusion criterion mentioned are excluded to participate."	Implemented.	#5 ICF
c. #7 delete and revise. Kindly provide procedure in the conduct of your study most especially, how will you gather & collect data from your respondents. Be guided with this statement. Describe how the survey will be distributed and collected, how the information will be recorded and how the identify of participants be anonymized. Mention who will have access to the results of the survey.	Implemented.	#7 ICF
d. #8 remove. This study will be conducted and will be completed within six (6) months from the date of the issuance of the ethical clearance from the RERB which will cover the period from January to June, 2023. For questionnaire: You will be given a period of two days within which to properly accomplish the questionnaires at your most convenient time. Then, the researcher will return after two days to personally check and retrieve the duly accomplished questionnaire. For interview: The interview will not be used in this study because this is purely quantitative study and the data needed will be gathered using the questionnaire.	Implemented.	#8 ICF
e. #9 delete & revise. Indicate the research related risk. Choose as to low, minimal, or high and provide discussion on mitigation procedure.	Implemented.	#9 ICF
f. #16 Do not remove the last paragraph.	Implemented.	# 16 ICF
g. Submit a translated version of the ICF.	Implemented.	See Translated version from English to local Chinese language

张天瑶

Researcher/s:

Zhang Tianyao

Signature over Printed Name

Date: January 9, 2024

Adviser:

LUCIO T. ENCIO, PhD

Signature over Printed Name

Date: January 9, 2024

CPU-RERB



RESEARCH ETHICS REVIEW BOARD
CENTRAL PHILIPPINE UNIVERSITY
Lopez Jaena St., Jaro, Iloilo City, Philippines
329-1971 to 79 local 3336



ETHICAL CLEARANCE

RERB Form No. 22-2
Version No.: 04
Date of Effectivity: 17 May 2023

Date of Approval: January 18, 2024

RERB Code: 2023-426-PG-ZHANG TIANYAO

Protocol Title: ***"PERCEIVED EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICES IN A PRIVATE HOSPITAL IN CHINA AND ITS RELATIONSHIP TO EMPLOYEES' JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT"***

Version No. 02

Researcher/s: **ZHANG TIANYAO**


Upon resubmission of the following documents, Research Proposal Chapters 1, 2, and 3 with references and Informed Consent Form, the above protocol is hereby **APPROVED** by the CPU-RERB. This ethical clearance is valid from **January 18, 2024** to **January 18, 2025**.

The researcher/s are hereby required to submit the following:

- √ Progress Report on or before **February 18, 2024** to researchethics@cpu.edu.ph
- √ Final Report Form and one (1) copy of the completed protocol **within one (1) month** after completion of the study.

For any amendment or alteration in the protocol that will change the nature, or the level of risk involved after approval, the Research Ethics Review Board must be notified through writing and accomplishing the following forms as needed: Protocol Deviation Form, Serious Adverse Events, Amendment Form, and/or Early Termination Report.

Very truly yours,


JOY G. RASO, PhD
Chair, CPU-RERB

Date: 1/18/24

Gantt Chart/Time Table

Research Activity	Estimated Time
1. Prepare the concept paper present to the adviser for correction	July 1-8, 2023
2. Schedule for a title defense/concept paper presentation with the members of the panel.	July 10, 2023
3. Prepare dissertation proposal as suggested by the panelists (Chapter 1, 2, 3, and the list of references)	July 11 to Aug. 25, 2023
4. Present the dissertation proposal to the adviser and incorporate the corrections and suggestions of the adviser	Oct 2-6, 2023
5. Request for the adviser's endorsement for proposal defense	Nov 10, 2023
6. Schedule for the proposal defense/revising the dissertation proposal as suggested by the panelists/request plagiarism scan/present the revised copy to the panelist for approval	Nov. 11-15, 2023
7. Secure the certificate of approval from the panelists and Dean	Nov. 15, 2023
8. Prepare the letter addressed to the Chair of the RERB and submit all documents to the RERB for review	Nov. 15-18, 2023
9. Comply with all the requirements needed by the RERB and wait for results of the decision; and secure the ethical clearance prior to the actual conduct of the study.	Nov. 18-Nov. 30, 2023
10. Ask for an endorsement from the Office of Dean to conduct the study; Ask permission from the administrators of a public university in China for the conduct of the study; Seek permission from the employers of the respondents to administer the questionnaires; personally administer the questionnaires to the target respondents; personally retrieve and check completeness of the accomplished questionnaires	January 3, 2024
11. Personally code, tabulate, and encode the data using the SPSS software	January 8-10, 2024
12. Prepare the statistical analysis of data using the appropriate statistical tools, analyze, and prepare the initial draft of the research report.	January 15-20, 2024
13. Submit the draft of the research report to the adviser for comments, corrections, suggestions for improvement.	Jan. 30, 2024
14. Incorporate in the revised draft of the research report the corrections and suggestions of the adviser for improvement	Feb 15, 20, 2024
15. Request for the schedule of the final oral defense; present for final oral defense to the panel of evaluators; revise the research report in accordance with the corrections, suggestions, and recommendations of the panelists in coordination with the adviser	May 21, 2024
16. Request for the technical editing of the paper, including the form and style, grammar and writing mechanics; prepare the hardbound copies	May 23, 2024

and present the final dissertation to the panel of evaluators and the Dean of the school of Graduate Studies for approval.	
17. Schedule for presentation of the results of the study in a research forum.	May 27, 2024
18. Schedule a research conference for proper dissemination of the research findings, conclusions, and recommendations with the relevant administrators of a public university in China and other relevant beneficiaries	May 29, 2024
19. Schedule the publication of the results of the research in a refereed journal	May 31, 2024
20. Schedule for proper disposal of the electronics data file and the duly accomplished questionnaires within six months from the completion of the research report.	June 1-15, 2024.
21. Research Dissemination and Publication	June 15-30, 2024
22. Disposal of Electronics Data File and Hard Data Files	June 30, 2024

ZHANG TIANYAO

25 years old
 Telephone number: +86 17689454429
 E-mail: 1506110733@qq.com
 I am currently working as a buyer in a private practice

**EDUCATION**

- | | | |
|-------------|---|--------------------|
| 2016 - 2020 | XIAMEN INSTITUTE OF TECHNOLOGY
Major: International Economics and Trade | XIAMEN |
| | <ul style="list-style-type: none"> • 2016-2017 Joined the Student Union of the university • 2016-2017 Joined Self-Discipline Association of Youmin College • 2020.7 Graduate integrity Honor Certificate | |
| 2022 - Now | CENTRAL PHILIPPINES UNIVERSITY
Major: MBA | PHILIPPINES |

EXPERIENCE

- | | |
|-------------|---|
| 2017 - 2018 | XIAMEN RED STAR MACALLINE YARAN HOME mattress operator
Operating |
| | <ul style="list-style-type: none"> • Improve communication skills with customers • Participate in offline activities planning, promotion and organization |
| 2019 - 2020 | XIAMEN HAIWEN EDUCATION
Community Operating |
| | <ul style="list-style-type: none"> • Summer Internship, participate in the Centralized Training Camp project • Main work is to record the students' class situation, observe the students' mental state and coordinate the teachers' class time |
| 2020 - Now | RUIKANG WESTERN MEDICINE CLINIC
Operating |
| | <ul style="list-style-type: none"> • Responsible for drug purchase and registration |

SKILLS

- FUJIAN PROVINCE COMPUTER RANK EXAMINATION CERTIFICATE OF LEVER 1&2, Proficient with office software and data analysis
- Interests include: traveling, watching movies, and cooking

ABOUT ME

- Strong adaptability, initiative, serious and careful, excellent independent learning and working ability.
- Solid professional theoretical knowledge, data analysis ability and report writing ability.

**REVIEW, CONTINUING EDUCATION and CONSULTANCY CENTER**Central Philippine University
Jaro, Iloilo CityTel. No. 329-1971 local 1008 email: rceccsec@cpu.edu.phWebsite: rcecc.cpu.edu.ph

November 16, 2023**CERTIFICATION**

This is to certify that the research proposal entitled **“PERCEIVED EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICES IN A PRIVATE HOSPITAL IN CHINA AND ITS RELATIONSHIP TO EMPLOYEES’ JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT”** by **Zhang Tianyao** has undergone Turnitin Similarity Checking with a passing percentage of **17%** and has passed the requirements (Chapter 1-3).

Prepared by:

PINKY E. LUTERO-TONGOL
Staff -in-charge

Approved by:

LENNY ROSE P. MUCHO, EdD.
Director, RCECC

**REVIEW, CONTINUING EDUCATION and CONSULTANCY CENTER**

Central Philippine University

Jaro, Iloilo City

Tel. No. 329-1971 local 1008 email: rcecc@cpu.edu.phWebsite: rcecc.cpu.edu.ph

May 20, 2024

CERTIFICATION

This is to certify that the paper entitled **“Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees’ Job Satisfaction and Organizational Commitment”** by **Zhang Tianyao** has undergone Turnitin Similarity Checking with a passing percentage of 19% and has passed the requirements (Chapter 1-5).

Prepared by:

PINKY LUTERO-TONGOL
Staff-in-charge

Approved by:

LENNY ROSE P. MUCHO, EdD
Director, RCECC

**Central Philippine University
School of Graduate Studies**

Lopez Jaena Street, Jaro
Iloilo City, Philippines

Certificate of the Editor

This is to certify that the undersigned professor edited the thesis titled, "Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment," in partial fulfillment of the requirements for the degree, Master in Business Administration terms of (1) Grammar Editing, including the report writing style and mechanics, (2) Technical Editing, and (3) Forms and Style Editing in compliance with the CPU-APA 7 format.

Issued this 24th day of May, 2024 at Iloilo City, Philippines.



LUCIO T. ENCIO, PhD
Professor, School of Graduate Studies

Statistician's Certificate**Central Philippine University
School of Graduate Studies**

Lopez Jaena Street, Jaro
Iloilo City, Philippines

Statistician's Certificate

This is to certify that the undersigned professor edited the statistical analysis of the edited the thesis titled, "Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment," prepared and submitted by Zhang Tianyao," in partial fulfilment of the requirements for the degree, Master in Business Administration .

Issued this 24th day of May, 2024 at Iloilo City, Philippines.

LUIS A. ABIODA, EdD
Professor, School of Graduate Studies

Appendix O

Informed Consent Form



RESEARCH ETHICS REVIEW BOARD
CENTRAL PHILIPPINE UNIVERSITY
 Lopez Jaena St., Jaro, Iloilo City, Philippines
 329-1971 to 79 local 3336



INFORMED CONSENT FORM (ICF) TEMPLATE

(VERSION No. 03-2023)

INSTRUCTIONS TO THE RESEARCHER/s: *This form is required for research involving surveys, interviews and focus group discussion among adult participants. Obtain an electronic copy of this form and supply ALL information in the space provided. Do not change or alter the General statements in BLACK. The words in RED are guide only, after supplying the correct information delete the words/statements in RED. Explain in terms understandable to the participants.*

Submit this form to researchethics@cpu.edu.ph

Adopted from the WHO & PHREB template.

1. KEY INFORMATION ABOUT THE RESEARCHERS

Title of the Study: **Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment**

Name of Researcher/s: Zhang Tianyao

Research Adviser: Dr. Lucio T. Encio

Department/College: SCHOOL OF GRADUATE STUDIES

Institution: SCENTRAL PHILIPPINE UNIVERSITY

2. INTRODUCTION/BACKGROUND OF THE STUDY

You are invited to take part in this research study. This form contains information that will help you in deciding whether to participate or not in this study/research. Before you decide to participate in this study, you will be given enough time to read and understand the contents of the informed consent. If there are words or concepts that you do not understand feel free to ask questions at any time, the researchers are willing to explain it to you and your questions will be answered to your satisfaction. The study will begin once you have signed the informed consent form. This study aims to determine the perceived effectiveness of human resource management practices in a private hospital in China and its relationship to employees' job satisfaction and organizational commitment.

3. PURPOSE OF THE RESEARCH

The purpose of this research study is to determine the perceived effectiveness of human resource management practices in a private hospital in China and its relationship to employees' job satisfaction and organizational commitment.

4. TYPE OF RESEARCH INTERVENTION/DATA GATHERING INSTRUMENT

The researchers will use a researcher-made questionnaire to gather the data needed in this study. The questionnaire will be translated from English to local Chinese language to ensure clearer understanding. The questionnaire consists of Four parts. The first part of the questionnaire will be used to collect the personal characteristics of the respondents in terms of sex, marital status, age, position level, educational attainment, employment status, and service years. The second part will be the main questionnaire on the perceived effectiveness of HRM practices, involving recruitment selection, training development and job analysis. The third part of the questionnaire will be a description of the employee's job satisfaction. The fourth section of the questionnaire will be a description of organizational commitment.

Items in the questionnaire will be responsible for the degree of agreement or disagreement with the statement based on the following criteria:

- 5= Strongly agree
- 4= Agree
- 3= Moderately agree
- 2= Disagree
- 1= Strongly disagree

5. PARTICIPANT SELECTION (INCLUSION & EXCLUSION CRITERIA)

In this study, a total of 152 respondents were selected by random sampling from five departments of neurology, oncology and radiotherapy, neurosurgery, orthotics and rehabilitation medicine in a private hospital in Henan Province, China. The **Inclusion Criteria. Inclusion criteria.** There will be 152 respondents in this study who will be randomly selected from a population of 244 employees from five departments of a private hospital in Henan Province, China as respondents. The respondents will be proportionally selected from five departments of a selected private hospital such as neurology, oncology and radiotherapy, neurosurgery, orthopedics, and rehabilitation medicine which will be disguised as departments A, B, C, D, and E to ensure strict confidentiality of the data. Only employees who submit written informed consent will be the respondents of the study. All regular employees (regardless of sex, marital status, age, job position, educational attainment and specialization, employment status, and years of service) will be randomly selected and will be included as respondents this study.

Exclusion criteria.

Those employees who do not belong to any inclusion criterion as mentioned in the foregoing "inclusion criteria" are disqualified to participate in this study, including those who participated in the pilot testing.

6. VOLUNTARY PARTICIPATION

Your participation in this study is entirely voluntary. It is your choice whether to participate or not. If you choose not to participate or to withdraw from the study at any time, there will be no penalty or other consequences and without need to give any reason.

7. PROCEDURE

Prior to the distribution of the questionnaires to the respondents, the researcher will seek the endorsement of the Dean of the Graduate School of the University of the Central Philippines to conduct the study after the Research Ethics Review Board (RERB) has issued an ethical clearance. Similarly, permission to administer the questionnaire will be sought from a private hospital in Henan Province, China. Upon the retrieval of the questionnaires, the researcher will check the completeness of the duly accomplished questionnaires to ensure that the gathered questionnaires will not become invalid due to incomplete information.

8. DURATION OF THE STUDY

The study will be conducted and will be completed within six (6) months from the date of the issuance of the ethical clearance from the RERB which will cover the period from February to June, 2024. For questionnaires, you will be given a period of two days within which to properly accomplish the questionnaires at your most convenient time. Then, the researcher will return after two days to personally check and retrieve the duly accomplished questionnaire. For interview. The interview will not be used because this study is purely quantitative study and the data needed will be gathered using the questionnaire.

9. RISKS AND INCONVENIENCES

There is low potential harm or risk in this study which can readily be mitigated by providing the necessary professional help by relevant employees, such as medical staff (i.e., nurses and doctors), psychologists, or psychiatrists who are readily available whenever the need arises.

10. BENEFITS

The results of this study will benefit the selected Chinese hospital and its staff, as the findings, conclusions, and recommendations in this study will be used as a basis for improving hospital human resource management practices, and ultimately the hospital and staff will become the ultimate beneficiaries of significant benefits. Whatever HR management policy is developed based on the research results will help to increase employee satisfaction.

11. REIMBURSEMENTS

You will thank every respondent who participated in this study, the investigators did not have any personal or vested interest in conducting this study, but the results of this study can be used to improve the quality of service in Chinese hospitals.

12. CONFIDENTIALITY

The information you have provided is solely for the purpose of this study. Your identity will be kept private and confidential to the extent provided by law. You will be assigned an ID number and your data will be stored with utmost respect to your privacy.

13. RIGHT TO REFUSE OR WITHDRAW

Your participation in this study is entirely voluntary. It is your choice whether to participate or not. If you choose not to participate or to withdraw from the study at any time, there will be no penalty or other consequences and without need to give any reason. If at any time you withdraw from the study, your data will be discarded properly.

14. DECLARATION OF CONFLICT INTEREST

The researchers declare that this research has no financial or personal relationship with other people or institutions, will not exert undue influence on the work of the company, and has no professional or other personal interest, which will be regarded as the opinion of this research or the review of this paper.

15. STORAGE AND DISPOSAL OF RESEARCH DATA/MATERIALS

The electronic copy of the data will be kept in a computer that only the researcher(s) has/have access to. Hard copies will be stored in a filing steel cabinet that only the researcher will have access to for six (6) months and will be disposed of after the results of this study are disseminated to relevant administrators of a private hospital in China and this study is published in a refereed journal. The soft copy will be deleted and the hard copies will be destroyed using a shredded machine.

16. SHARING OF RESULTS/DISSEMINATION PLAN

The results of this study will be disseminated to the relevant administrators of a private hospital in China, and the results of this study will be published in a refereed journal within six (6) months of the completion of this study to ensure proper dissemination of the results of the study to the intended beneficiaries and other interested parties.

17. WHO TO CONTACT

If you have any questions or clarifications regarding your participation in the study, you may contact:

Lead Researcher: Zhang Tianyao

Address: 69 Nongye East Road, Zhengdong New District, Zhengzhou City, Henan Province, China

Contact Number: +86 17689454429

Email address: 1506110733@qq.com

If you have questions pertaining to your rights as a participant, you may contact:

Joy G. Raso, PhD.

Chair, CPU Research Ethics Review Board

Email: researchethics@cpu.edu.ph

Phone: 329-1971 (local 3336)

18. CERTIFICATE OF CONSENT

I have read the foregoing information, or it has been read and explained to me in a language/dialect I know and understand. I have had the opportunity to ask questions about it and any questions I have been asked have been answered to my satisfaction. I consent voluntarily to be a participant in this study.

Print name of participant 张天瑶 **ZHANG TIANYAO**

Signature of participant _____ 张天瑶

Date 10/11/2023
MM/DD/YYYY

Statement by the researcher/person taking consent

I have accurately read out the information sheet to the potential participant, and to the best on my ability made sure that the participant understands that the following will be done.

1. That information I shared in this study shall be kept strictly confidential and the identity of the respondents shall not be disclosed divulged.;

2. That I have the right to voluntarily participate without any compulsion and I have the right to withdraw anytime without requiring an explanation and without any negative consequences;

3. That the survey questionnaire and the informed consent in writing were translated in Chinese local language to ensure my clearer understanding;

4. That I have the right to ask questions if there are anything else which I would like to be clarified further.

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

Print Name of Researcher/person taking the consent 张天瑶 ZHANG TIANYAO

Signature of Researcher/ person taking the consent _____

Date: 10/11/2023

MM/DD/YYYY

6. VOLUNTARY PARTICIPATION

Your participation in this study is entirely voluntary. It is your choice whether to participate or not. If you choose not to participate or to withdraw from the study at any time, there will be no penalty or other consequences and without need to give any reason.

7. PROCEDURE

Prior to the distribution of the questionnaires to the respondents, the researcher will seek the endorsement of the Dean of the Graduate School of the University of the Central Philippines to conduct the study after the Research Ethics Review Board (RERB) has issued an ethical clearance. Similarly, permission to administer the questionnaire will be sought from a private hospital in Henan Province, China. Upon the retrieval of the questionnaires, the researcher will check the completeness of the duly accomplished questionnaires to ensure that the gathered questionnaires will not become invalid due to incomplete information.

8. DURATION OF THE STUDY



The study will be conducted and will be completed within six (6) months from the date of the issuance of the ethical clearance from the RERB which will cover the period from February to June, 2024. For questionnaires, you will be given a period of two days within which to properly accomplish the questionnaires at your most convenient time. Then, the researcher will return after two days to personally check and retrieve the duly accomplished questionnaire. For interview. The interview will not be used because this study is purely quantitative study and the data needed will be gathered using the questionnaire.

9. RISKS AND INCONVENIENCES

There is low potential harm or risk in this study which can readily be mitigated by providing the necessary professional help by relevant employees, such as medical staff (i.e., nurses and doctors), psychologists, or psychiatrists who are readily available whenever the need arises.

10. BENEFITS

The results of this study will benefit the selected Chinese hospital and its staff, as the findings, conclusions, and recommendations in this study will be used as a basis for improving hospital human resource management practices, and ultimately the hospital and staff will become the ultimate beneficiaries of significant benefits. Whatever HR management policy is developed based on the research results will help to increase employee satisfaction.

 RESEARCH ETHICS REVIEW BOARD CENTRAL PHILIPPINE UNIVERSITY Lopez Jaena St., Jaro, Iloilo City, Philippines 329-1971 to 79 local 3336	
PROTOCOL REVIEW OF PROGRESS REPORT	RERB Form No. 09-1 Version No. 01 Date of Effectivity: 17 May 2023

INSTRUCTIONS TO THE RESEARCHER/s:

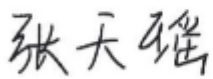

This form is required thirty (30) days after your Data Collection. Obtain an electronic copy of this form and supply All information required in the space provided. This form shall be signed by the researcher and adviser before submission.
researchethics@cpu.edu.ph

GENERAL INFORMATION

Title of Study	Perceived Effectiveness of Human Resource Management Practices in a Private Hospital in China and Its Relationship to Employees' Job Satisfaction and Organizational Commitment		
RERB Protocol No.	2023-426-PG-ZHANG TIANYAO	Study Site	Private Hospital in China Zhengzhou City, Henan Province, China
Name of Researcher	Zhang Tianyao		
Contact No.	+86 17689454429	Email Address	1506110733@qq.com
Co-researcher (if any)			
Institution	School of Graduate Studies, Central Philippine University		
Address of Institution	Lopez Jaena St., Jaro, Iloilo City, Philippines		
Ethical clearance effectivity period:	From 18 January 2024 to 18 January 2025		

PROGRESS REPORT

1. Start of study: July 2023
2. Expected end of study: June 2024
3. Number of enrolled participants: 168
4. Number of required participants: 152
5. Number of participants who withdrew: 16
6. Deviations from the approved protocol: none
7. New information (literature or in the conduct of the study) that may significantly change the risk-benefit ratio: none

Recommendations (For RERB use only)	
DECISION: (For RERB use only)	<input type="checkbox"/> Ask for further information <input type="checkbox"/> Noted and Accept report
Comments of Primary Reviewer (For RERB use only)	
RERB Primary Reviewer: (For RERB use only)	
<hr/> Signature over Printed Name	
Date:	
Researcher/s:	
	
<u>Zhang Tianyao</u>	
<hr/> Signature Over Printed Name	
Date: February 16, 2024	
Adviser:	
	
<u>LUCIO T. ENCIO, PhD</u>	
<hr/> Signature Over Printed Name	
Date: February 16, 2024	
8. Issues/problems encountered: None	

Appendix Q

Final Report