

Human Resource Management Practices and Employee Satisfaction in One Academy Of Traditional Chinese Medicine

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Abstract – *This study explores the interconnection between Human Resource Management practices and employee satisfaction at Fujian Academy of Traditional Chinese Medicine. Employing a systematic evaluation framework, the research investigates how HRM effectiveness correlates with job satisfaction among different employee categories. The results reveal a strong positive correlation between effective HRM practices and high levels of employee satisfaction, emphasizing that strategic HR initiatives significantly contribute to a contented workforce. The study outlines recommendations vital for enhancing employee satisfaction through HR practices. These include refining recruitment and selection processes to ensure transparency and inclusivity, regularly reviewing compensation and benefits packages to remain competitive, prioritizing investment in employees through training and development programs, and establishing formal recognition for employee contributions. The academy is urged to focus on career growth opportunities, align HRM practices with organizational goals, and introduce regular performance evaluations to foster continuous improvement. An action plan is proposed, laying a foundation for future implementation and evaluation. Lastly, the study indicates directions for future research on related topics such as employee engagement, workplace diversity, and work-life balance. Through these insights, the paper makes a valuable contribution to the literature on HRM and its impact on employee satisfaction, with implications for the broader field of traditional Chinese medicine education.*

Keywords – *Human Resource Management, Employee Satisfaction, Traditional Chinese Medicine, Organizational Effectiveness, Workforce Development*

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INTRODUCTION

In contemporary organizational management,

human resource management (HRM) practices serve as foundational pillars driving both organizational success and employee satisfaction. These practices, when effectively implemented, align organizational objectives with personnel management strategies, thereby fostering high levels of employee satisfaction and contributing to overall organizational performance [1]. Recognizing human capital as a strategic resource underscores its pivotal role in enhancing organizational competitiveness and ensuring sustainable growth. Consequently, organizations, including educational institutions, prioritize the adoption of robust HRM practices to cultivate a workforce that is both satisfied and fully engaged.

Employee satisfaction, a critical component of organizational success, is intricately linked to the extent of contentment among employees with their roles and working environment. This satisfaction yields numerous benefits, including heightened individual well-being, increased productivity, enhanced employee retention, and improved organizational effectiveness. Within educational institutions, where faculty members are key drivers of knowledge dissemination and academic excellence, understanding and enhancing employee satisfaction are paramount. Such efforts are essential for achieving institutional objectives and maintaining a competitive advantage in the dynamic educational landscape.

Recent studies have explored and validated the relevance of contemporary theories of satisfaction in the academic context. For instance, research by [2] conducted a meta-analytic investigation to understand how HRM practices influence organizational outcomes. Their findings corroborate the importance of factors such as job autonomy, task variety, and social support in enhancing both employee satisfaction and organizational performance. Moreover, Guest [3] contributed to this discourse by examining the relationship between HRM and employee well-being, emphasizing the multifaceted nature of job satisfaction and the need for holistic approaches that consider various aspects of work design, social support, and organizational culture.

HRM practices in academic institutions are

manifold and have substantial implications for organizational satisfaction, productivity, and performance. A major concern is the challenge of talent management, particularly in the recruitment, development, and retention of skilled faculty members. The quality of teaching and research outputs directly correlates with faculty competence and satisfaction, making effective HRM practices indispensable for maintaining educational quality and institutional reputation. Educational administrators are tasked with implementing tailored HRM strategies to attract, retain, and develop top-tier academic talent, ensuring continued organizational success [4].

Teachers, as pivotal figures in shaping society, play a critical role in inspiring students, setting high standards, and driving continuous improvement. Effective teaching hinges on a diverse range of instructional strategies aimed at engaging students, providing constructive feedback, and assessing progress effectively. HRM practices encompass various systems and procedures designed to optimize employee performance, increase job satisfaction, and enhance organizational competitiveness. Therefore, creating conducive work environments and valuing employees' contributions are vital elements in fostering employment satisfaction and driving organizational success.

Within the esteemed Fujian Academy of Traditional Chinese Medicine, the interconnection between HRM practices and employee satisfaction assumes heightened significance. As stewards of ancient healing traditions and modern medical education, faculty and staff at the academy are instrumental in advancing its mission and vision. Thus, a comprehensive understanding of the factors influencing employee satisfaction and the efficacy of HRM practices becomes imperative for promoting organizational resilience and excellence.

Against this backdrop, this study seeks to explore the intricate relationship between HRM practices and employee satisfaction within the academy. Through rigorous research methodology and insights drawn from contemporary HRM literature, this research endeavors to elucidate the drivers of employee satisfaction and identify strategic interventions to optimize HRM practices. By offering actionable recommendations tailored to the unique context of the Fujian Academy of Traditional Chinese Medicine, this study aims to contribute to the enhancement of employee satisfaction, the fostering of organizational resilience, and the advancement of the academy's mission in the ever-evolving educational landscape.

OBJECTIVES OF THE STUDY

The general objective of the study is to assess the effectiveness of human resource management practices and its impact on employee satisfaction at the Fujian Academy of Traditional Chinese Medicine.

Specifically, this study aimed to: assess the effectiveness of the Current HRM Practices within the Fujian Academy of Traditional Chinese Medicine with regard to recruitment & selection, training & development, performance management, compensation management, and reward and recognition; identify the HRM practices that impact employee satisfaction; test the significant difference in the effectiveness of the human resource management practices, and employee satisfaction when respondents were grouped according to category; to test the relationship between the effectiveness of Human Resource Management Practices and Employee Satisfaction and to propose an action plan to enhance employee satisfaction on the human resource management practices of Fujian Academy of Traditional Chinese Medicine.

MATERIALS AND METHODS

Research Design

This study utilized a descriptive research approach to provide a comprehensive understanding of HRM practices and their impact. In this study, data was collected through structured surveys administered to both faculty and staff members at the Fujian Academy of Traditional Chinese Medicine. These surveys aimed to gather quantitative data pertaining to their perceptions of the institution's Human Resource Management (HRM) practices, as well as insights into job satisfaction and self-reported performance. This approach allowed for an in-depth assessment of the influence of HRM practices on key performance indicators, offering a comprehensive perspective on the relationship between HRM and organizational effectiveness within the Academy.

Participants of the Study

In this study, data was collected through structured surveys administered to both faculty and non-faculty members at the Fujian Academy of Traditional Chinese Medicine. A stratified random sampling method was employed to ensure representation from various departments and levels of employment within the institution. The sample size was determined based on statistical considerations.

Table 1
Distribution of the Respondents Category

Category	Frequency	Percentage %
Faculty	110	83.3
Non Faculty	22	16.7

Instrument

In the study, the researcher utilized a survey questionnaire to determine and ascertain data regarding the effectiveness of human resource management practices in Fujian Academy of Traditional Chinese Medicine. The survey method was employed since the researcher gathered data through a questionnaire checklist to profile the respondents' personal and demographic variables, including the service quality level and customer satisfaction. Creswell [5] defined a survey as a research method used for collecting data from a pre-defined group of respondents to gain information and insights on various topics of interest.

Data Gathering Procedure

In this study, the questionnaire content was made, checked and tested for accuracy and normalcy. Then, the researcher contacted the Director of Human Resource Office of Fujian Academy of Traditional Chinese Medicine and asked permission to conduct the study and to explain the purpose of this questionnaire in detail and obtained their agreement and support. First, 30 questionnaires were distributed to determine the validity and reliability of the study. Then, the mass questionnaire was released to the selected participants. The collected questionnaires were exported through the result export function of Questionnaire Star. Finally, after exporting the questionnaires, the data from the questionnaires were entered into Excel and the entered data were checked for accuracy.

Data Analysis

To perform data analysis, the following statistical tools were used. Frequency and percentage distribution were used to describe the profile of the respondents in terms of category. Weighted means and ranking were used to assess the effectiveness of the Current HRM Practices within the Fujian Academy of Traditional Chinese Medicine with regard to recruitment & selection, training & development, performance management, compensation management, and reward and recognition; identify the HRM practices that impact employee satisfaction. The result of Shapiro-Wilk Test revealed that p-values of the main variable was less than

0.05 which means that the data set is not normally distributed. Therefore, Mann Whitney U test for two groups was used as part of the non-parametric tests to determine the significant differences. Likewise, Spearman rho was used to test the significant relationship of the treated variables. In addition, post hoc test was also conducted. The following Likert Scale was used in assessing the variables; 3.50- 4.00 = Very Effective, Strongly Agree; 2.50-3.49 – Effective, Agree; 1.50 – 2.49 –Less Effective, Disagree; and 1.00 – 1.49 – Not Effective, Strongly Disagree. In addition, all data were treated using a statistical software known as PASW version 26 to further interpret the result of the study using an alpha level of 0.05 and 0.01.

Ethical Considerations

Collection process, consent was obtained from the respective authorities of the agency. Similarly, the researcher obtained permission from respondents and informed them of the confidentiality of their personal information and responses. Additionally, the researcher ensured that the participants fully understood what they were being asked to do and were aware of any potential consequences of their participation. This was achieved by attaching a letter to the research questionnaire distributed to the participants, highlighting that their responses would be kept confidential and anonymous. Furthermore, respondents were given sufficient time to complete the questionnaire to reflect their sincere thoughts and opinions about the questions.

RESULTS AND DISCUSSION

Table 1
Effectiveness of Human Resource Management Practices

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Recruitment and selection	3.03	Effective	4
2. Compensation and Benefits	3.10	Effective	2
3. Training and Development	3.20	Effective	1
4. Performance Management	2.96	Effective	5
5. Rewards and Recognition	3.09	Effective	3
Composite Mean	3.08	Effective	

Legend: 3.50 – 4.00 = Very Effective; 2.50 – 3.49 = Effective; 1.50 – 2.49 = Less Effective; 1.00 - 1.49 = Not Effective

Table 1 provides the effectiveness of various human resource management practices based on different

indicators. The composite mean of all indicators combined was 3.08, which falls within the "Effective" category. This suggests that overall, human resource management practices within the organization are considered effective based on the indicators listed.

Training and development practice stands out as the most effective among the listed indicators with a weighted mean of 3.20 ranked first. This revealed that organizations that invest in the training and development of their employees, can lead to improved employee skills, job satisfaction, and organizational performance. Baldwin and Ford [6] exposed the positive impact of training and development on employee performance and organizational outcomes. Institutions that prioritize employee learning and development initiatives are better equipped to adapt to changing demands and achieve strategic objectives.

Subsequently, closely behind compensation and benefits, rewards and recognition and recruitment and selection (3.10) p second in effectiveness. This signifies that the Fujian Academy's compensation practices are aligned with industry standards and contribute to employee satisfaction and retention. This also indicates that the academy provides competitive compensation packages and benefits, which are crucial for attracting and retaining top talent. Shen et al [7] emphasize the importance of competitive compensation and benefits in attracting and retaining high-quality employees. Institutions that offer attractive compensation packages are more likely to attract and retain talented individuals, leading to enhanced organizational performance.

Third in rank was rewards and recognition scoring a weighted mean of 3.09. This shows that the Fujian Academy acknowledges and rewards employee contributions, fostering a culture of appreciation and motivation. This is because of the established systems for recognizing employee achievements, which can enhance employee morale and engagement. Recognizing employees' contributions fosters a culture of appreciation and motivates individuals to strive for excellence, contributing to a positive work environment and increased employee loyalty [8].

On the other end, recruitment and selection (3.03) ranked fourth. This may indicate the need for improvements in recruitment strategies or selection criteria to attract and retain top talent effectively. Effective recruitment practices are vital for bringing in top talent, but recent studies indicate that organizations face challenges in attracting diverse candidates and ensuring a fair selection process [9]. Improving recruitment strategies, such as implementing unbiased

selection methods and enhancing employer branding, can help organizations overcome these obstacles and secure the best candidates for their teams.

Lastly, performance management, with a mean score of 2.96, ranked fifth. This indicates that there may be challenges or gaps in the performance evaluation process, which could impact employee development and organizational effectiveness. Studies have highlighted the importance of effective performance management systems in driving employee engagement and organizational success. Institutions that implement robust performance management processes are better positioned to align employee goals with organizational objectives and drive performance improvements [10].

Table 2 outlines various human resource management practices and their impact on employee satisfaction. The composite mean of all indicators combined is 3.15, falling within the "Agree" category. This suggests that overall, human resource management practices that impact employee satisfaction generally agreed as important by the respondents.

Creating a diverse, equitable, and inclusive workplace received the highest weighted mean of 3.19, indicating its utmost importance for fostering a sense of belonging and acceptance among employees. This indicates a strong agreement among employees that fostering a sense of belonging and acceptance through diversity and inclusivity positively impacts their satisfaction. Creating a diverse and inclusive environment enhances organizational culture, innovation, and employee satisfaction. Cox and Blake [11] have shown the positive impact of diverse, equitable, and inclusive workplace (DEI) initiatives on employee satisfaction and organizational performance. Institutions that prioritize DEI efforts are more likely to attract and retain diverse talent and foster a supportive work environment.

It was followed by Positive Workplace Culture and healthy work life balance. This indicator highlights the importance of fostering a work environment characterized by trust, respect, collaboration, and support, which contributes to employee well-being and organizational success. This finding aligns with the study of Denison and Mishra [12], which demonstrates the significant impact of a positive workplace culture on employee satisfaction, retention, and performance. Institutions that cultivate a positive culture are better positioned to attract and retain talent and achieve strategic objectives.

Table 2
Employee Satisfaction

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Fair and competitive compensation.	3.06	Agree	9
2. A healthy work life balance	3.17	Agree	3
3. Opportunities for Growth and Development	3.14	Agree	6.5
4. Acknowledging and rewarding employee achievements is essential for boosting morale and motivation	3.13	Agree	8
5. Transparent and open communication between management and employees	3.16	Agree	4
6. Positive Workplace Culture	3.18	Agree	2
7. Empowering employees to make decisions and take ownership of their work fosters a sense of responsibility and engagement	3.15	Agree	5
8. Creating a diverse, equitable, and inclusive workplace is essential for fostering a sense of belonging and acceptance among all employees	3.19	Agree	1
9. Promoting employee health and well-being is a win-win situation for both employees and organizations	3.14	Agree	6.5
Composite Mean	3.15	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Conversely, certain factors such as opportunities for Growth and Development (3.14), promoting employee

health and well-being as mutually beneficial for both employees and organizations (3.14), acknowledging and rewarding employee achievements as crucial for morale and motivation (3.13), and fair and competitive compensation (3.06) received lower ratings. These aspects, while vital, suggest areas for improvement within the organizational framework.

Investing in employee health and wellness initiatives can significantly enhance productivity, morale, and overall organizational performance. Aronsson and Gustafsson [13] underscored the positive outcomes associated with such initiatives, indicating that institutions prioritizing employee well-being are more likely to achieve heightened levels of employee satisfaction and organizational success.

Furthermore, enhancing recognition programs represents another avenue for bolstering employee morale, engagement, and performance. Zhang et al. [14] highlights the transformative impact of recognition on job satisfaction and organizational outcomes. Institutions fostering effective recognition programs tend to cultivate a culture of appreciation and motivation among employees, thereby contributing to organizational cohesion and success.

Additionally, addressing compensation discrepancies and ensuring equitable pay structures can play a pivotal role in enhancing employee morale and retention. Shen et al. [7] emphasized the significance of fair and competitive compensation in attracting and retaining high-caliber employees. Organizations offering competitive compensation packages are more likely to foster higher levels of employee satisfaction and engagement, ultimately driving organizational effectiveness.

Table 3
Relationship Between the Effectiveness of Human Resource Management Practices and Human Resource Management Practices that impact Employee Satisfaction

	r-value	p-value	Interpretation
Recruitment and selection	.732**	0.000	Highly Significant
Compensation and Benefits	.742**	0.000	Highly Significant
Training and Development	.758*	0.000	Highly Significant
Performance Management	.724**	0.000	Highly Significant
Rewards and Recognition	.671**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Table 3 presents the association between the effectiveness of human resource management practices and human resource management practices that impact

employee satisfaction. The computed r-values indicated a strong direct correlation and the resulted p-values were less than the alpha level. This means that there was significant relationship exists and implied that the more effective the human resource management practices, the greater the impact. This implies that as these HR practices become more effective, they have a greater influence on enhancing employee satisfaction levels.

According to Smith et al. [15] organizations that invest in robust HR practices tend to experience higher

levels of employee satisfaction and engagement. The findings support the idea that a strategic approach to HR management leads to positive outcomes for employees and overall organizational performance. By focusing on recruitment, compensation, training, performance, and recognition, companies can create a work environment that fosters satisfaction and productivity among their workforce.

Table 4

Proposed Action Plan to Enhance the Impact of Human Resource Management Practices on Employee Satisfaction

Programs/Projects/Activities (PPAs)	Strategies	Performance Indicator	Office Responsible
1. Propose a fair & competitive compensation package for school officials & personnel.	Coordinate with the President of the Academy through the Human Resource Management Office	Fair and competitive compensation package for school officials and personnel proposed.	Academy President HRMO
2. Implement programs that will boost the morale and motivation of school employees like monetary incentives, employee recognition and appreciation, team building activities and professional development opportunities.	Coordinate with the President of the Academy through the Human Resource Management Office	Programs to boost the morale & motivation of employees implemented.	Academy President HRMO
3. Create mechanisms to create opportunities for growth & development of school employees.	Coordinate with the President of the Academy through the Human Resource Management Office	Mechanisms creating opportunities for growth & development created.	Academy President HRMO
4. Implement activities that will promote health & well-being in the workplace	Coordinate with the President of the Academy through the Human Resource Management Office	Activities promoting the health & well being of personnel implemented.	Academy President HRMO
5. Involve school employees in goal setting and planning activities to empower them to take control of their work.	Coordinate with the President of the Academy through the Human Resource Management Office representation from employees sectors	School employees empowered through involvement in goal setting and planning activities	Academy President HRMO

CONCLUSIONS AND RECOMMENDATIONS

The research conducted at Fujian Academy of Traditional Chinese Medicine provides clear evidence that effective Human Resource Management practices are integrally linked with employee satisfaction within the institution. A comprehensive analysis demonstrated that consistent and robust HRM strategies foster a positive work environment that significantly boosts employee morale and contentment. The strong positive correlation found between HRM practices and employee satisfaction indicates that when HRM is aligned with organizational goals and executed with transparency and fairness, it can lead to improved staff well-being and institutional success.

To further capitalize on the positive effects of HRM practices on employee satisfaction, it is recommended that Fujian Academy of Traditional Chinese Medicine continually refines its HR approaches. These should include a continual assessment and enhancement of recruitment, ensuring fair compensation aligned with industry standards, investing in employee training and development, and establishing robust recognition systems for employee contributions. By doing so, the Academy can not only improve employee morale and motivation but also secure a competitive advantage within the realm of traditional Chinese medicine education. Regular reviews and updates aligned with evolving industry trends and employee expectations will

be essential in maintaining these high satisfaction levels and fostering a culture of excellence and continuous improvement.

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