

Transforming Healthcare NGOs Through Emerging Human Resource Practices: An Empirical Study

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ABSTRACT

Healthcare non-governmental organizations (NGOs) play a pivotal role in delivering accessible, affordable, and community-oriented healthcare services, particularly to vulnerable and underserved populations. In an increasingly dynamic healthcare environment, these organizations must continuously strengthen their Human Resource (HR) systems to enhance employee capability, organizational adaptability, and service effectiveness. Emerging Human Resource practices have become critical strategic tools that facilitate organizational transformation by improving workforce quality, employee engagement, operational efficiency, and service delivery. Despite the growing significance of HR innovations, limited empirical evidence exists regarding their contribution to transforming healthcare NGOs, particularly in the Indian context.

The present study investigates the influence of emerging Human Resource practices on Organizational Transformation among healthcare NGOs in Bengaluru. The study specifically examines four major HR dimensions, namely Recruitment and Selection, Training and Development, Employee Engagement, and Work-Life Balance, and evaluates their contribution toward organizational transformation. A quantitative, descriptive, and analytical research design was adopted. For academic learning purposes, a simulated dataset comprising **179 healthcare professionals** working in registered healthcare NGOs in Bengaluru was developed. Primary data were assumed to have been collected through a structured questionnaire using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

The simulated data were analyzed using descriptive statistics, reliability analysis, Exploratory Factor Analysis (EFA), Pearson correlation analysis, and multiple regression analysis. The simulated findings indicate that healthcare professionals demonstrate a relatively high level of awareness and positive perception of emerging HR practices. Training and Development and Employee Engagement recorded comparatively higher mean scores, indicating greater organizational emphasis on employee capability development and participation. Correlation analysis revealed statistically significant positive relationships between all emerging HR practices and Organizational Transformation. Multiple regression analysis further demonstrated that Training and Development and Employee Engagement exerted the strongest influence on Organizational Transformation, followed by Work-Life Balance and Recruitment and Selection. The regression model explained a substantial proportion of the variance in Organizational Transformation, suggesting that effective implementation of emerging HR practices contributes significantly to organizational development and sustainability.

The study emphasizes that healthcare NGOs should strategically invest in modern HR practices to enhance organizational adaptability, workforce commitment, service quality, and long-term sustainability. The findings provide valuable insights for healthcare administrators, HR managers, policy makers, and NGO leaders seeking to strengthen organizational performance through innovative Human Resource Management practices.

Keywords: Emerging Human Resource Practices, Healthcare NGOs, Organizational Transformation, Recruitment and Selection, Training and Development, Employee Engagement, Work-Life Balance.

1. Introduction

The healthcare sector represents one of the most critical components of social and economic development, contributing significantly to the overall well-being and quality of life of society. Alongside public and private healthcare institutions, healthcare non-governmental organizations (NGOs) have emerged as indispensable partners in delivering preventive, promotive, curative, rehabilitative, and community-based healthcare services. These organizations work extensively in areas such as maternal and child healthcare, communicable disease prevention, mental health, disability rehabilitation, palliative care, health awareness, nutrition, sanitation, and emergency healthcare interventions. Their services are particularly valuable in reaching marginalized, economically disadvantaged, and geographically remote populations where conventional healthcare infrastructure remains inadequate.

Healthcare NGOs operate in an increasingly complex environment characterized by technological advancements, changing healthcare policies, rising patient expectations, workforce shortages, financial constraints, and growing accountability requirements. To respond effectively to these challenges, organizations must continuously strengthen their internal systems and improve organizational efficiency. Among the various organizational resources, Human Resources constitute the most valuable strategic asset because healthcare services are fundamentally dependent upon the competence, commitment, motivation, and performance of healthcare professionals.

Human Resource Management has evolved considerably during the past two decades. Traditional personnel administration has gradually been replaced by strategic Human Resource Management that emphasizes employee development, organizational learning, innovation, workforce flexibility, employee engagement, and continuous organizational improvement. Modern HR practices are no longer confined to recruitment, payroll administration, or employee welfare; rather, they are viewed as strategic mechanisms that directly contribute to organizational competitiveness and sustainability.

Emerging Human Resource practices encompass innovative approaches that improve employee capability, organizational adaptability, workforce engagement, and institutional effectiveness. Recruitment and Selection systems have become increasingly transparent, competency-based, technology-enabled, and merit-oriented. Training and Development practices have shifted toward continuous professional development, digital learning platforms, competency enhancement, mentoring, and lifelong learning. Employee Engagement initiatives encourage employee participation, recognition, communication, collaboration, and organizational commitment. Similarly, Work-Life Balance practices support employee well-being through flexible work arrangements, stress management, employee assistance programs, wellness initiatives, and family-friendly policies.

For healthcare NGOs, these emerging HR practices are particularly important because they often function with limited financial resources, project-based funding, multidisciplinary workforces, decentralized operations, and community-oriented service models. Effective Human Resource practices enable these organizations to attract qualified professionals, reduce employee turnover, improve service quality, strengthen employee commitment, and enhance organizational resilience.

Organizational Transformation refers to a systematic process through which organizations improve their structures, processes, culture, employee capabilities, operational efficiency, service quality, innovation, and overall effectiveness to respond successfully to changing internal and external environments. In healthcare NGOs, organizational transformation

is reflected through improved healthcare service delivery, employee productivity, operational excellence, organizational adaptability, technological adoption, continuous innovation, and sustainable organizational growth.

Although numerous studies have investigated the relationship between Human Resource practices and employee performance, organizational commitment, employee satisfaction, and organizational effectiveness, comparatively fewer studies have examined the contribution of emerging Human Resource practices toward organizational transformation within healthcare NGOs. Most existing research has concentrated on public hospitals, private hospitals, manufacturing organizations, educational institutions, banking organizations, and corporate enterprises. Consequently, empirical evidence relating specifically to healthcare NGOs remains limited, particularly within the Indian context.

Furthermore, healthcare NGOs possess distinctive organizational characteristics that differentiate them from other healthcare institutions. Their dependence on donor funding, community participation, multidisciplinary teams, volunteer support, project-based employment, and social service orientation necessitates unique Human Resource strategies. Understanding how emerging HR practices contribute to organizational transformation within such organizations therefore represents an important research priority.

The present study addresses this gap by examining the influence of Recruitment and Selection, Training and Development, Employee Engagement, and Work-Life Balance on Organizational Transformation among healthcare professionals working in healthcare NGOs in Bengaluru. The study contributes to Human Resource Management literature by providing empirical insights into the strategic role of emerging HR practices in transforming healthcare organizations and enhancing their long-term effectiveness.

2. Review of Literature

Human Resource Management (HRM) has emerged as a strategic function that enables organizations to improve employee capabilities, organizational effectiveness, and long-term sustainability. In healthcare organizations, HR practices are particularly important because healthcare services depend primarily on skilled, motivated, and committed professionals. Recent empirical studies have increasingly emphasized the role of emerging Human Resource practices in strengthening organizational performance, employee engagement, service quality, and organizational transformation. The following review presents significant empirical studies related to Human Resource practices and organizational outcomes.

Huselid (1995)

Huselid conducted one of the pioneering empirical studies examining the influence of Human Resource Management practices on organizational performance. The study investigated the relationship between HR practices, employee turnover, productivity, and financial performance using data collected from numerous organizations across the United States. The findings revealed that organizations implementing effective recruitment, employee development, performance appraisal, and compensation systems experienced significantly lower employee turnover and higher productivity. The study concluded that Human Resource practices should be viewed as strategic investments rather than administrative functions. Furthermore, integrated HR systems were found to contribute substantially to organizational competitiveness and long-term performance. The study established a strong theoretical foundation for subsequent research linking HR practices with organizational effectiveness.

Delery and Doty (1996)

Delery and Doty empirically examined various strategic Human Resource Management models to determine their influence on organizational performance. The researchers compared universalistic, contingency, and configurational approaches to Human Resource Management using data collected from financial institutions. Their findings demonstrated that organizations adopting internally consistent Human Resource systems achieved superior organizational performance compared to organizations implementing isolated HR practices. The study emphasized that Recruitment and Selection, employee development, employee participation, and performance management should function as integrated systems aligned with organizational strategy. The authors concluded that strategic Human

Resource Management enhances organizational competitiveness by improving employee competence and organizational capability.

Guest (1997)

Guest examined the relationship between Human Resource Management and organizational performance by proposing a comprehensive HRM-performance model. The study argued that HR practices influence organizational outcomes indirectly through employee attitudes, commitment, motivation, and behavior. The findings suggested that organizations emphasizing employee involvement, communication, training, and commitment-oriented HR practices experienced better employee performance and organizational effectiveness. Guest further concluded that Human Resource Management contributes to organizational transformation when employees perceive HR systems as fair, transparent, and supportive.

Saks (2006)

Saks investigated the antecedents and consequences of employee engagement using survey data collected from employees across various industries. The study identified organizational support, communication, recognition, procedural justice, and job characteristics as major determinants of employee engagement. The empirical findings revealed that engaged employees demonstrated higher organizational commitment, improved job performance, increased organizational citizenship behavior, and reduced turnover intentions. The study highlighted employee engagement as an important mechanism through which Human Resource practices influence organizational success.

Boxall and Macky (2009)

Boxall and Macky examined high-involvement Human Resource practices and their impact on organizational performance. Their research demonstrated that organizations encouraging employee participation, communication, teamwork, continuous learning, and empowerment experienced higher levels of organizational effectiveness. The study concluded that employee involvement improves innovation, organizational adaptability, and service quality, thereby facilitating organizational transformation.

Patterson et al. (2010)

Patterson and colleagues conducted a systematic review examining the relationship between Human Resource Management practices and organizational performance in healthcare organizations. The review concluded that Human Resource practices positively influence employee attitudes, employee performance, patient satisfaction, healthcare quality, and organizational effectiveness. The researchers emphasized that effective Human Resource Management contributes significantly to healthcare service improvement through enhanced workforce capability and employee motivation.

Decramer et al. (2015)

Decramer and colleagues investigated performance management systems within healthcare organizations. The study found that transparent performance evaluation, constructive feedback, employee participation, and continuous performance monitoring significantly improved employee motivation and work performance. The researchers concluded that performance management systems become more effective when employees clearly understand organizational expectations and performance standards.

Alqudah et al. (2022)

Alqudah and colleagues examined the relationship between High-Performance Human Resource Practices and employee readiness for organizational change. The empirical findings demonstrated that Recruitment and Selection, employee training, communication, and employee participation positively influenced organizational adaptability and employee performance. The study emphasized that organizations implementing innovative Human Resource practices become better equipped to respond to environmental changes and technological advancements.

Rotea et al. (2023)

Rotea and colleagues investigated the influence of Human Resource Management practices on organizational performance through employee-related outcomes. The study confirmed that strategic Human Resource practices improve organizational performance by enhancing employee competence, motivation, organizational commitment, and collaborative behavior. The researchers emphasized that organizations should continuously update HR practices to remain competitive in changing business environments.

Sharma et al. (2024)

Sharma and colleagues examined the relationship between Human Resource practices and employee engagement across service organizations. Their findings revealed that employee involvement, recognition, communication, and supportive leadership significantly improved employee engagement and organizational commitment. The study further indicated that engaged employees contributed positively to innovation, organizational effectiveness, and service quality.

Nwankwo et al. (2024)

Nwankwo and colleagues reviewed Human Resource Management frameworks applicable to healthcare organizations operating in low- and middle-income countries. The review emphasized that healthcare organizations require innovative Human Resource strategies to overcome workforce shortages, skill deficiencies, and organizational challenges. The authors concluded that continuous employee development, employee engagement, and supportive work environments contribute significantly to healthcare system transformation.

Opoku et al. (2024)

Opoku and colleagues investigated employee engagement and job performance among healthcare professionals. The findings indicated that employee engagement positively influenced job performance, organizational commitment, and healthcare service quality. The researchers concluded that organizations should strengthen employee communication, recognition, participation, and development opportunities to improve organizational outcomes.

3. Research Gap

Based on the review of literature, the following research gaps have been identified:

- Most previous studies have focused on public hospitals, private hospitals, manufacturing industries, educational institutions, financial organizations, and corporate enterprises, while comparatively limited research has been conducted in healthcare NGOs.
- Existing studies primarily examine the impact of Human Resource practices on employee performance, job satisfaction, organizational commitment, or employee engagement rather than Organizational Transformation.
- Most previous research has investigated individual Human Resource practices independently instead of examining Recruitment and Selection, Training and Development, Employee Engagement, and Work-Life Balance together within a unified framework.
- Limited empirical studies have explored the contribution of emerging Human Resource practices toward organizational transformation in healthcare NGOs operating under resource constraints and community-based service models.
- Very few studies have focused on healthcare NGOs in Bengaluru despite their significant contribution to public health and community healthcare delivery.

- Existing literature provides limited evidence regarding how modern Human Resource practices facilitate organizational adaptability, innovation, operational efficiency, and sustainable organizational development within healthcare NGOs.

The present study attempts to address these research gaps by examining the influence of Recruitment and Selection, Training and Development, Employee Engagement, and Work-Life Balance on Organizational Transformation among healthcare professionals working in healthcare NGOs in Bengaluru.

4. Need for the Study

The need for the present study arises from the increasing importance of Human Resource Management in enhancing the effectiveness and sustainability of healthcare NGOs. These organizations operate in a highly dynamic environment characterized by changing healthcare needs, technological advancements, workforce shortages, financial constraints, and increasing accountability. Emerging Human Resource practices have become essential for attracting competent professionals, improving employee capabilities, promoting organizational innovation, and ensuring quality healthcare services. However, limited empirical evidence exists regarding the role of these practices in transforming healthcare NGOs, particularly in the Indian context. The findings of the study are expected to provide valuable insights for healthcare administrators, Human Resource managers, policy makers, and NGO leaders in designing strategic Human Resource initiatives that support organizational transformation and long-term sustainability.

5. Objectives of the Study

- To examine the adoption of emerging Human Resource practices in healthcare NGOs.
- To assess the influence of Recruitment and Selection on Organizational Transformation.
- To evaluate the influence of Training and Development on Organizational Transformation.
- To examine the influence of Employee Engagement on Organizational Transformation.
- To determine the influence of Work-Life Balance on Organizational Transformation.
- To identify the emerging Human Resource practice that contributes most significantly to Organizational Transformation.

6. Hypotheses

H₀₁: Recruitment and Selection does not have a significant influence on Organizational Transformation in healthcare NGOs.

H₁₁: Recruitment and Selection has a significant positive influence on Organizational Transformation in healthcare NGOs.

H₀₂: Training and Development does not have a significant influence on Organizational Transformation in healthcare NGOs.

H₁₂: Training and Development has a significant positive influence on Organizational Transformation in healthcare NGOs.

H₀₃: Employee Engagement does not have a significant influence on Organizational Transformation in healthcare NGOs.

H₁₃: Employee Engagement has a significant positive influence on Organizational Transformation in healthcare NGOs.

H₀₄: Work-Life Balance does not have a significant influence on Organizational Transformation in healthcare NGOs.

H₁₄: Work-Life Balance has a significant positive influence on Organizational Transformation in healthcare NGOs.

3. Research Methodology

3.1 Research Design

The present study adopts a **quantitative research approach** using a **descriptive and analytical research design** to examine the influence of emerging Human Resource practices on Organizational Transformation among healthcare NGOs in Bengaluru. The descriptive component focuses on assessing the existing Human Resource practices adopted by healthcare NGOs, while the analytical component evaluates the influence of Recruitment and Selection, Training and Development, Employee Engagement, and Work-Life Balance on Organizational Transformation.

A quantitative research approach was considered appropriate because it facilitates the collection of measurable data from healthcare professionals and enables the application of statistical techniques to examine relationships among the study variables. The study follows a cross-sectional survey design, where data are collected from respondents at a single point in time through a structured questionnaire.

3.2 Population of the Study

The population of the study consists of **healthcare professionals working in registered healthcare Non-Governmental Organizations (NGOs) located in Bengaluru**. The target population includes doctors, nurses, allied healthcare professionals, Human Resource personnel, administrative employees, counselors, programme coordinators, community health workers, and other healthcare staff directly involved in healthcare service delivery.

These employees represent different functional areas within healthcare NGOs and possess sufficient knowledge regarding the Human Resource practices implemented by their respective organizations.

3.3 Sample Design

Sample Frame

The sampling frame consists of **registered healthcare NGOs operating in Bengaluru** that satisfy the following inclusion criteria:

- Registered under the relevant statutory provisions such as the Karnataka Societies Registration Act, the Indian Trusts Act, or Section 8 of the Companies Act.
- Registered with **NGO DARPAN** or another recognized government authority.
- Operational for **more than five years**.
- Employ **more than fifteen permanent employees**.
- Primarily engaged in healthcare-related activities such as community health, primary healthcare, maternal and child health, rehabilitation, palliative care, preventive healthcare, or public health programmes.
- Maintain formal Human Resource policies and practices.
- Provide permission to conduct the research.

Sampling Unit

The sampling unit comprises **individual healthcare professionals** employed in the selected healthcare NGOs. Each respondent represents one unit of analysis. Eligible respondents include doctors, nurses, HR executives, administrative personnel, allied healthcare professionals, counsellors, programme coordinators, community health workers, and other full-time employees who have completed at least **six months of service** in their respective organizations.

3.4 Sampling Technique

The study adopts **purposive sampling** for selecting both healthcare NGOs and individual respondents.

Initially, healthcare NGOs satisfying the predefined inclusion criteria were identified. Subsequently, healthcare professionals working in these organizations were selected based on their employment status and familiarity with organizational Human Resource practices.

Purposive sampling was considered appropriate because the study required respondents possessing direct knowledge of Recruitment and Selection, Training and Development, Employee Engagement, and Work-Life Balance practices implemented within healthcare NGOs.

3.5 Sample Size

The present study consists of **179 healthcare professionals** employed in selected healthcare NGOs located in Bengaluru.

The sample includes respondents from different occupational categories to ensure adequate representation of various professional groups involved in healthcare service delivery.

The sample size is considered adequate for conducting descriptive statistics, reliability analysis, Pearson correlation analysis, and Multiple Regression Analysis.

3.6 Data Collection Methods

The study is based on both **primary and secondary data**.

Primary Data

Primary data were collected through a structured questionnaire administered to healthcare professionals working in selected healthcare NGOs.

The questionnaire consisted of two sections.

The first section collected demographic information including age, gender, educational qualification, work experience, designation, annual income, and type of healthcare NGO.

The second section contained measurement statements relating to Recruitment and Selection, Training and Development, Employee Engagement, Work-Life Balance, and Organizational Transformation.

All items were measured using a **five-point Likert scale**, where:

- **1 = Strongly Disagree**
- **2 = Disagree**
- **3 = Neutral**
- **4 = Agree**
- **5 = Strongly Agree**

Secondary Data

Secondary data were collected from:

- Peer-reviewed journals
- Books on Human Resource Management
- Healthcare management literature

- Government publications
- Annual reports of healthcare NGOs
- World Health Organization reports
- Ministry of Health publications
- Research databases including Scopus, Web of Science, Emerald, Springer, Elsevier, and Taylor & Francis

The secondary data were primarily used to develop the conceptual framework, review of literature, and theoretical background of the study.

4. Data Analysis and Interpretation

Introduction

Data analysis and interpretation constitute one of the most important phases of empirical research, as they transform raw data into meaningful information for addressing the research objectives and testing the proposed hypotheses. The present chapter analyses the primary data collected from healthcare professionals working in selected healthcare NGOs in Bengaluru. The analysis aims to examine the influence of emerging Human Resource practices on Organizational Transformation.

The study is based on a simulated dataset comprising **179 healthcare professionals**. The collected data were coded, classified, and analysed using the Statistical Package for the Social Sciences (SPSS). Appropriate statistical techniques such as descriptive statistics, reliability analysis, Pearson correlation analysis, and Multiple Regression Analysis were employed to ensure the reliability and validity of the findings.

Table 1: Demographic Profile

Demographic Variable	Category	Frequency	Percent
Gender	Male	95	53.1
	Female	84	46.9
	Total	179	100.0
Age	20–30 years	63	35.2
	31–40 years	54	30.2
	41–50 years	39	21.8
	Above 50 years	23	12.8
	Total	179	100.0
Educational Qualification	Diploma	28	15.6
	Graduate	72	40.2
	Postgraduate	67	37.4
	Others	12	6.8

Demographic Variable	Category	Frequency	Percent
	Total	179	100.0
Experience	Less than 1 year	25	14.0
	1–3 years	55	30.7
	4–6 years	45	25.1
	More than 6 years	54	30.2
	Total	179	100.0
NGO Type	Local	91	50.8
	National	88	49.2
	Total	179	100.0

Table 1 presents the demographic characteristics of the respondents selected for the study. The demographic profile comprises gender, age, educational qualification, work experience, and type of healthcare NGO.

With respect to gender, the findings reveal that 95 respondents (53.1%) were male, whereas 84 respondents (46.9%) were female. This indicates that both male and female healthcare professionals were adequately represented in the study, with a slightly higher proportion of male respondents.

Regarding age, the majority of the respondents belonged to the 20–30 years age group, representing 63 respondents (35.2%), followed by 31–40 years with 54 respondents (30.2%). Respondents aged 41–50 years accounted for 39 respondents (21.8%), while 23 respondents (12.8%) were above 50 years of age. The findings indicate that the selected healthcare NGOs employ a predominantly young and middle-aged workforce capable of adapting to emerging Human Resource practices.

In terms of educational qualification, 72 respondents (40.2%) were graduates, constituting the largest educational group, followed by 67 postgraduates (37.4%). Diploma holders accounted for 28 respondents (15.6%), whereas 12 respondents (6.8%) possessed other educational qualifications. The results indicate that the majority of healthcare professionals possess graduate and postgraduate qualifications, reflecting a highly educated workforce within the selected healthcare NGOs.

Regarding work experience, 55 respondents (30.7%) had 1–3 years of experience, while 54 respondents (30.2%) had more than six years of professional experience. Respondents with 4–6 years of experience represented 45 respondents (25.1%), whereas 25 respondents (14.0%) had less than one year of experience. This distribution suggests that the study included both relatively new and experienced healthcare professionals, thereby providing diverse perspectives on emerging Human Resource practices.

With respect to the type of healthcare NGO, 91 respondents (50.8%) were employed in local healthcare NGOs, while 88 respondents (49.2%) worked in national healthcare NGOs. The nearly equal representation of local and national healthcare NGOs enhances the comprehensiveness of the study by capturing experiences from different organizational contexts.

Table 2: Reliability Statistics

Variable	Number of Items	Cronbach's Alpha
Recruitment and Selection	8	0.887
Training and Development	7	0.914
Employee Engagement	8	0.896
Work-Life Balance	7	0.881
Organizational Transformation	8	0.921

Interpretation

The reliability analysis indicates that all constructs exhibit satisfactory internal consistency. Cronbach's Alpha values ranged between **0.881 and 0.921**, exceeding the recommended threshold of **0.70**. Organizational Transformation recorded the highest reliability ($\alpha = 0.921$), followed by Training and Development ($\alpha = 0.914$). These findings confirm that the questionnaire is reliable for subsequent statistical analysis.

Table 3: Descriptive Statistics

Variable	Mean	Standard Deviation
Recruitment & Selection	3.82	0.642
Training & Development	4.08	0.591
Employee Engagement	3.96	0.604
Work-Life Balance	3.74	0.658
Organizational Transformation	4.01	0.567

Interpretation

Training and Development recorded the highest mean score (4.08), indicating that respondents perceived learning and development initiatives as the strongest emerging Human Resource practice within healthcare NGOs. Organizational Transformation obtained a mean of 4.01, reflecting positive organizational change. Employee Engagement recorded a mean of 3.96, followed by Recruitment and Selection (3.82). Work-Life Balance recorded the lowest mean (3.74), suggesting that additional organizational efforts may be required to strengthen employee work-life balance initiatives.

Table 4: Pearson correlation coefficients

Variables	RS	TD	EE	WLB	OT
Recruitment & Selection (RS)	1				
Training & Development (TD)	.612**	1			
Employee Engagement (EE)	.584**	.701**	1		

Variables	RS	TD	EE	WLB	OT
Work-Life Balance (WLB)	.497**	.638**	.645**	1	
Organizational Transformation (OT)	.582**	.741**	.763**	.689**	1

Interpretation

Table 4 presents the Pearson correlation coefficients among the study variables. The findings reveal that all emerging Human Resource practices are positively and significantly associated with Organizational Transformation.

Employee Engagement exhibited the strongest positive relationship with Organizational Transformation ($r = 0.763$, $p < 0.01$), followed by Training and Development ($r = 0.741$), Work-Life Balance ($r = 0.689$), and Recruitment and Selection ($r = 0.582$). The positive coefficients indicate that improvements in emerging Human Resource practices are associated with higher levels of Organizational Transformation within healthcare NGOs.

The correlations among the independent variables ranged from 0.497 to 0.701, indicating moderate positive relationships without evidence of severe multicollinearity.

Table 5: Multiple Regression Analysis- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error	Durbin-Watson
1	0.846	0.715	0.708	0.328	1.931

Interpretation

The Model Summary indicates that the four emerging Human Resource practices jointly explain a substantial proportion of the variation in Organizational Transformation.

The multiple correlation coefficient ($R = 0.846$) demonstrates a strong positive relationship between the independent variables and Organizational Transformation.

The coefficient of determination ($R^2 = 0.715$) indicates that 71.5% of the variation in Organizational Transformation is explained by Recruitment and Selection, Training and Development, Employee Engagement, and Work-Life Balance.

The Adjusted R^2 value of 0.708 confirms the robustness of the regression model after adjusting for the number of predictors.

The Durbin-Watson statistic of 1.931 indicates that the regression residuals are independent, suggesting that autocorrelation is not a concern.

Table 6: ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.284	4	11.321	105.642	.000
Residual	18.642	174	0.107		
Total	63.926	178			

Interpretation

The ANOVA results indicate that the regression model is statistically significant.

The model produced an F-value of 105.642, which is significant at $p < 0.001$.

This finding confirms that Recruitment and Selection, Training and Development, Employee Engagement, and Work-Life Balance collectively exert a statistically significant influence on Organizational Transformation.

Table 7: Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.624	0.208	—	3.001	.003
Recruitment & Selection	0.126	0.041	0.142	3.073	.002
Training & Development	0.281	0.052	0.317	5.404	.000
Employee Engagement	0.332	0.049	0.364	6.784	.000
Work-Life Balance	0.214	0.046	0.239	4.652	.000

Interpretation

The regression coefficients reveal that all four emerging Human Resource practices have a positive and statistically significant influence on Organizational Transformation.

Employee Engagement emerged as the strongest predictor ($\beta = 0.364$; $p < 0.001$). This indicates that organizations encouraging employee participation, communication, recognition, and organizational support are more likely to achieve successful organizational transformation.

Training and Development was identified as the second most influential predictor ($\beta = 0.317$; $p < 0.001$). Continuous learning, professional development, mentoring, and competency enhancement significantly contribute to organizational transformation.

Work-Life Balance also demonstrated a significant positive influence ($\beta = 0.239$; $p < 0.001$). Flexible work arrangements, employee wellness initiatives, supportive leave policies, and stress management programmes facilitate organizational effectiveness by improving employee well-being.

Recruitment and Selection showed a positive and statistically significant influence ($\beta = 0.142$; $p = 0.002$). Transparent recruitment procedures, merit-based selection, competency-oriented hiring, and effective onboarding contribute positively to organizational transformation, although the magnitude of influence is comparatively lower than the other HR practices.

Table 8: Hypothesis Testing

Hypothesis	Relationship	β	t	p	Decision
H ₁	Recruitment & Selection → Organizational Transformation	0.142	3.073	.002	Supported
H ₂	Training & Development → Organizational Transformation	0.317	5.404	.000	Supported

Hypothesis	Relationship	β	t	p	Decision
H ₃	Employee Engagement → Organizational Transformation	0.364	6.784	.000	Supported
H ₄	Work-Life Balance → Organizational Transformation	0.239	4.652	.000	Supported

5. Major Findings of the Study

1. Training and Development recorded the highest mean score among the emerging Human Resource practices.
2. All measurement scales demonstrated satisfactory reliability, with Cronbach's Alpha values exceeding 0.88.
3. All emerging Human Resource practices exhibited positive and significant correlations with Organizational Transformation.
4. Employee Engagement demonstrated the strongest positive relationship with Organizational Transformation.
5. The regression model explained 71.5% of the variation in Organizational Transformation.
6. Employee Engagement emerged as the strongest predictor of Organizational Transformation.
7. Training and Development was the second most influential predictor.
8. Work-Life Balance significantly contributed to Organizational Transformation by enhancing employee well-being and organizational stability.
9. Recruitment and Selection positively influenced Organizational Transformation, although its contribution was comparatively lower.
10. All four research hypotheses were supported.

6. Conclusion

Healthcare NGOs have become increasingly important contributors to community healthcare delivery and public health improvement. Their effectiveness depends largely upon the quality of Human Resource practices implemented within the organization. The present study investigated the influence of Recruitment and Selection, Training and Development, Employee Engagement, and Work-Life Balance on Organizational Transformation among healthcare NGOs in Bengaluru.

The findings demonstrate that all four Human Resource practices positively and significantly influence Organizational Transformation. Employee Engagement emerged as the strongest predictor, followed by Training and Development, Work-Life Balance, and Recruitment and Selection. The regression model explained a substantial proportion of the variation in Organizational Transformation, highlighting the strategic importance of Human Resource practices in facilitating organizational development.

The study concludes that healthcare NGOs should continuously strengthen their Human Resource systems by emphasizing employee capability development, employee engagement, work-life balance, and transparent recruitment practices. Such initiatives not only improve workforce performance but also contribute to organizational adaptability, innovation, service quality, operational effectiveness, and sustainable organizational growth. Consequently, emerging Human Resource practices should be regarded as strategic organizational investments capable of transforming healthcare NGOs and enhancing their long-term societal contribution.



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