

FROM THE STAFFS' OPINION ON THE HUMAN RESOURCE MANAGEMENT SYSTEM: A CASE STUDY OF THE A HOSPITAL

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Abstract: This study constructed a core conceptual framework using Human Resource Management (HRM), Recruitment Strategy, and Performance Evaluation as variables by introducing the following demographic gender, age, education level, job type, job title, and seniority variables. An attempt was made to analyze the differences in the mean values of the respondents' perceptions of the demographic variable groupings for each variable of Human Resource Management (HRM), Recruitment Strategies, and Performance Evaluation and the influence of the independent variables on the dependent variables, using 300 healthcare workers in Hospital A as a case study.

This study discusses the specific manifestations of Human Resource Management (HRM), Recruitment Strategy, and Performance Evaluation in the subsequent changes in the actual working life, and draws the following conclusions: (1) Among the process variables, Job Satisfaction varies with Gender, Age, Talent Category, Domicile, and Job Title. There were no significant differences in marital status, education, and years of work experience. (2) All eight demographic variables, i.e., gender, age, marital status, educational background, years of experience, residence, job type, and title position, had no significant effect on organizational commitment, job search behavior, and turnover intention. This study provides a reference point for subsequent scholars to explore future directions for conducting student teaching and learning, as well as outlook and suggestions for future related research.

Keywords: Human Resource Management (HRM), Recruitment Strategies, Performance Evaluation

Introduction

With China's entry into the World Trade Organization, the economy has achieved rapid growth. Concurrently, the aging population in China is also increasing, presenting unique challenges and opportunities for the healthcare sector (Dong, Fang, & Shi, 2021). In response, both China's central and local governments have introduced various policies aimed at providing efficient medical services, including the cooperation between local governments and investors to establish new hospitals through public-private partnerships, thereby meeting the burgeoning medical service needs of the local populace (Huang, 2021).

The forces of globalization and localization have led to unprecedented challenges in hospital human resource management, particularly in the face of expanding renowned hospitals that leverage brand excellence. Human resource managers are now tasked with understanding the multifaceted needs of foreign employees, including their psychological needs, work values, leadership management concepts, employee relations, and the pertinent labor laws and regulations. This comprehensive understanding is crucial for devising a suitable human resource management system (Hu, 2021).

Moreover, the cross-regional operation of hospitals introduces complex challenges in human management, often determining the success or failure of such ventures. The internationalization of talent emerges as a pivotal factor for success across regions. It is posited that expatriate managers in hospitals' cross-regional operations should possess a blend of professional skills, business acumen, open-mindedness, affinity, communication skills, and an in-depth understanding of local social developments (Zhang & Ding, 2021). Consequently, strategies and functions related to human resources, such as the training of expatriates. And the management development upon their return, have become major issues in the current landscape of hospitals' cross-regional operations (Wu & Qiao, 2021).

In addition to adopting the correct human resource strategy and talent selection for cross-regional hospital operations, the training of localized talents and expatriates also constitutes critical success factors. Moreover, the career development of expatriates is significantly associated with their work performance, willingness to stay, and work attitude, further emphasizing the importance of providing promotional opportunities, developmental tasks, and career development-related information to foster a more engaged and committed workforce (Tao, 2021).

Research Problem Statement:

Human Resource Management (HRM) is a critical function in any organization, particularly in healthcare settings where effective management of staff can significantly impact patient care and organizational efficiency. In hospital environments, HRM practices influence various outcomes, including staff satisfaction, retention rates, and overall performance. Despite the recognized importance of HRM in healthcare, there is often limited understanding of how specific HRM practices, such as recruitment strategies and performance evaluation systems, are perceived by the staff and how these perceptions influence their job performance and satisfaction.

This study focuses on "A Hospital" to explore staff opinions on the current HRM system, particularly looking into recruitment strategies and performance evaluation processes. Understanding staff perspectives can provide valuable insights into the strengths and weaknesses of the existing HRM practices and suggest areas for improvement. This, in turn, can help hospital management develop more effective HRM strategies that enhance staff performance, satisfaction, and overall hospital performance.

A research question is posed:

How do the staff at A Hospital perceive the overall Human Resource Management system?

What are the key factors that influence their perception of the HRM system?

What are the staff's opinions on the current recruitment strategies used at A Hospital?

How effective do the staff believe the recruitment strategies are in attracting qualified candidates?

What suggestions do the staff have for improving the recruitment process?

How do the staff view the performance evaluation process at A Hospital?

What are the perceived strengths and weaknesses of the current performance evaluation methods?

How do performance evaluations impact staff motivation and performance?

How do the HRM practices, including recruitment strategies and performance evaluations, influence staff satisfaction?

What is the relationship between staff perceptions of HRM practices and their overall job performance?

Are there significant differences in the opinions of staff from different departments or job roles regarding the HRM system?

By addressing these questions, the study aims to provide a comprehensive understanding of the current HRM practices at A Hospital from the staff's perspective and to identify potential areas for improvement.

Research Objective (s)

Objectives 1. To study staff opinions on the Human Resource Management System.

Objectives 2 To examine the guidelines for staff opinion on the Human Resource Management System.

Literature Review

Human Resource Management (HRM) is fundamentally concerned with the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of its objectives. At its core, HRM encompasses the recruitment, management, and direction of the individuals who work in an organization. It aims to maximize employee performance in service of an employer's strategic objectives (Armstrong, 2010). Beyond its functional aspects, HRM is a critical strategic component, influencing every facet of an organization from the ground up. It ensures that businesses are able to acquire, develop, reward, and retain their employees efficiently and effectively, thereby facilitating organizational success. The importance of HRM in organizational success cannot be overstated; it not only enhances operational efficiency by improving the match between employees and jobs but also fosters a culture of

innovation, commitment, and quality within the workforce.

Human Capital Theory posits that employees constitute a form of capital that can be invested in through training, education, and health interventions, thereby enhancing an organization's value (Becker, 1964). This theory underscores the economic value of enhancing workforce skills and knowledge as a means of achieving competitive advantage (Schultz, 1961).

Behavioral Theory in HRM focuses on understanding the behaviors of individuals within an organization and how these can be influenced by HR practices to achieve organizational goals. It emphasizes the importance of interpersonal and group dynamics, motivation, leadership, and organizational culture in shaping employee behavior (Vroom, 1964; Maslow, 1943).

Strategic Human Resource Management (SHRM) represents a paradigm shift from traditional HRM practices, focusing on aligning HR strategies with overall business strategies to achieve competitive advantage. SHRM emphasizes the integration of HR planning with business planning, ensuring that HR practices contribute to the achievement of business objectives (Wright & McMahan, 2011). This approach has been supported by empirical research demonstrating the positive impact of strategic HR alignment on organizational performance (Huselid, 1995).

The Resource-Based View (RBV) of the firm has further enriched the theoretical framework of HRM by positing that organizations can achieve sustainable competitive advantage through the strategic management of valuable, rare, inimitable, and non-substitutable (VRIN) resources, including human resources (Barney, 1991). HRM practices, according to RBV, should focus on developing and leveraging these unique organizational resources (Wright, Dunford, & Snell, 2001). The RBV emphasizes the strategic value of human resources and the need for HR practices that nurture and protect these assets to sustain competitive advantage.

Training and Development are essential to nurturing a skilled workforce and fostering a culture of continuous learning and improvement. Noe (2008) highlights the significance of aligning training programs with adult learning theories to enhance the effectiveness of employee development initiatives. Training methods, including workshops, seminars, e-learning, and on-the-job training, are analyzed for their impact on employee skills and organizational competitiveness. This function is not just about skill enhancement but also about empowering employees to take on leadership roles and adapt to changing market demands. The segment further explores the importance of development plans that are personalized, reflecting the career aspirations of employees and the strategic direction of the organization.

Performance Management is a systematic approach to monitoring and enhancing employee performance. Aguinis (2009) discusses the critical role of performance management systems in setting clear expectations, providing regular feedback, and conducting formal appraisals. This function involves identifying performance criteria, developing fair assessment tools, and implementing feedback

mechanisms that promote a constructive dialogue between managers and employees. The psychological implications of performance appraisals are also examined, underscoring the importance of a supportive environment that values growth and development over punitive measures. Effective performance management fosters a culture of accountability, continuous learning, and recognition.

Recruitment strategies form the cornerstone of successful Human Resource Management (HRM) and are pivotal in steering organizations towards achieving their overarching goals. The intricacies of recruitment have evolved significantly, underscoring the need for organizations to adopt strategic approaches to attract and retain top talent (Breaugh, 2017). At its core, recruitment encompasses the processes and methodologies employed by organizations to identify, attract, and onboard candidates with the requisite skills and attributes (Armstrong & Taylor, 2020). This fundamental HR function not only fills vacancies but also plays a critical role in shaping the organization's workforce to meet current and future challenges.

The significance of deploying effective recruitment strategies cannot be overstated, as these strategies directly influence an organization's ability to secure a competitive edge in the increasingly dynamic business landscape (Sparrow, Brewster, & Chung, 2016). Effective recruitment strategies are characterized by their ability to not only fill positions in a timely and cost-effective manner but also to ensure the alignment of the recruited talent with the organizational culture and values (Taylor & Collins, 2000). Furthermore, strategic recruitment contributes to the establishment of a strong employer brand, which enhances an organization's appeal to potential candidates (Backhaus & Tikoo, 2004).

Recruitment stands as a pivotal element within the domain of organizational success, serving not merely as a process of attracting candidates but as a strategic foundation influencing the overall performance and vitality of an organization (Barber, 1998). The effectiveness of recruitment strategies directly correlates with an organization's ability to fulfill its mission, sustain competitive advantages, and achieve long-term goals (Breaugh & Starke, 2000). This reality underscores the imperative for organizations to meticulously evaluate the performance of their recruitment strategies, ensuring alignment with overarching organizational objectives and market demands.

Theoretical Perspectives. The relationship between recruitment strategies and organizational performance has been extensively theorized, with scholars suggesting that effective recruitment leads to higher job performance, lower turnover, and improved organizational fit (Taylor & Collins, 2000). These outcomes are believed to be influenced by the quality of the recruitment process, which affects the quality of new hires.

Overview of Key Performance Indicators. The effectiveness of recruitment strategies is often evaluated through key performance indicators (KPIs) such as time to hire, cost per hire, applicant quality, and turnover rates. These metrics provide quantitative measures of recruitment success and are essential for assessing the impact of recruitment on organizational performance (Phillips & Gully,

2015).

Methodology

In 2014, a sample of 300 medical professionals from a 1200-strong workforce at Hospital A was surveyed to represent various clinical and administrative segments, employing a convenience sampling technique to ensure comprehensive departmental coverage.

A questionnaire-based survey was conducted focusing on doctor satisfaction within the case hospital. This study adopted a dual-factor motivation theory framework, examining both hygiene and motivating factors as primary indicators. The goal was to evaluate doctor satisfaction with the current incentive mechanisms and staffing solutions, ensuring the representativeness of various demographic and professional subgroups within the hospital.

A total of 231 questionnaires were disseminated, yielding 208 valid responses, ensuring rigorous adherence to survey distribution and collection protocols. Additionally, a patient satisfaction survey engaged 1000 past patients or their relatives, with 750 valid responses obtained.

The study utilized frequency analysis, stratifying the hospital's medical staff into three categories by professional rank and employing systematic sampling for comprehensive coverage. Independent sample t-tests and variance analysis were conducted to examine satisfaction disparities across demographic variables. Reliability testing confirmed the questionnaire's internal consistency, evidenced by Cronbach's alpha coefficients exceeding 0.7, indicating high reliability.

Results

Between age and process variables of organizational commitment, job seeking behavior and turnover intention are 0.209, 0.587 and 0.258, all of which are greater than 0.05, failing the significance test. The results showed that the age of hospital staff had no significant difference in organizational commitment, job seeking behavior and turnover intention. Sig value of variance between age and job satisfaction is 0.013, less than 0.05, indicating that employees have different job satisfaction feelings due to different ages.

Independent sample T-test of gender versus process variables. The average job satisfaction of women is 2.70, while that of men is 2.48, indicating that women are more satisfied than men. However, there was relatively little difference between the two groups in organizational commitment, job seeking behavior and turnover intention. The significance level of inter-group variance between domicile location and job satisfaction is 0.006, less than 0.05, indicating that hospital employees have different performance in job satisfaction due to different domicile location. The significance levels of inter-group variance between household registration location and organizational commitment, job seeking behavior and turnover intention were 0.146, 0.322 and 0.199, all of which were greater than 0.05, indicating that

the difference of household registration location would not cause the difference in organizational commitment, job seeking behavior and turnover intention of hospital staff.

Based on the above results of one-way ANOVA of population variables on turnover intention and other variables, the results are summarized as follows:

(1) In the process variables, job satisfaction varies with gender, age, talent category, household registration and title. There is no significant difference based on marital status, education and years of work.

(2) All the eight demographic variables, namely gender, age, marital status, educational background, working years, place of residence, job type and title position, had no significant effect on organizational commitment, job seeking behavior and turnover intention.

Hospital personnel recruitment way mainly for campus recruitment, followed by the newspaper advertisements, talent exchange center, Internet recruiting, acquaintances, state distribution of graduates, including through the campus recruitment recruit staff accounted for 40.3%, suggests that the hospital has already begun in talent introduction to adopt the open recruitment, but with the development of modern science and technology, The proportion of recruitment through network, media and other modern technologies is not high, and the recruitment is still dominated by traditional recruitment. In addition, as the hospital has the right to use its own medical resources, its recruitment is inevitably affected by human relations, which leads to the fact that the recruited medical personnel may not be the urgently needed talents and the quality of their work cannot be guaranteed. In terms of recruitment methods, interview, psychological evaluation and knowledge and skill test were the main evaluation methods, accounting for 35.3% and 30.0% > 25.7% respectively, while competition speech and leaderless group discussion accounted for 8.7% and 0.3% respectively, which reflected that although the recruitment method was relatively comprehensive, it was not fully used. In the future recruitment process, Comprehensive evaluation should be conducted by various methods as far as possible, so that the recruited talents may be of higher quality and more conducive to promoting the development of the institute.

Among the respondents, those who attended the second and third training accounted for 26.7% and 29.7% respectively. The training content mainly focuses on professional practice ability, accounting for 93.7%; The form of training was mainly short-term training within one month, accounting for 93.0% of the respondents. 45 people are very satisfied with the number of training, accounting for 15%, and 107 people are relatively satisfied, accounting for 35.7%. Regarding the survey of satisfaction with the training content, 31 people chose to be very satisfied, accounting for 10.3%, and 174 people chose to be relatively satisfied, accounting for 58.0%. As for the training form, 27% are very satisfied, 54.7% are satisfied; Moreover, 60.0% of them said that they needed training opportunities provided by their units, and 71.7% said that their abilities had actually improved after training. The demand for

professional theoretical knowledge and professional practical ability is the highest, accounting for 46.0% and 34.3% respectively. The expected forms of training were on-the-job academic education, advanced study in superior medical institutions and study abroad, accounting for 31.3%, 27.3% and 23.3% respectively. When asked "the main reason why you stay in the hospital is", 73.3% of the respondents answered that the hospital has good salary, good prospects and more development opportunities, which reflects that the hospital has satisfied most employees in terms of recruitment and retention.

Discussion

1. The overall age structure of hospital A is distributed between 20 and 39 years old, and the recruitment methods mainly include campus recruitment fairs, newspaper advertisements, talent exchange centers and other traditional recruitment methods. Hospital A has done A good job in recruitment and retention, which can satisfy most employees.

2. In terms of human resource management, hospital A has limited recruitment channels, limited interview methods and unreasonable talent recruitment and promotion mechanisms; Unreasonable performance appraisal mechanism, lack of openness, transparency, subjectivity, low operability; The personnel training mechanism needs to be constantly improved.

3. A Hospital should gradually improve the human resource management system, improve the performance appraisal mechanism, improve the talent training mechanism, and increase the strength of talent training. With the help of modern information technology, the corresponding management system should be established, and the rationalization opinions and suggestions of employees should be accepted. guidance.

Conclusions

Effective utilization of human resources is paramount to the success and efficiency of any hospital, especially in a tertiary care setting like A Hospital. The findings and recommendations from this study underscore the necessity of establishing a comprehensive and systematic Human Resource Management (HRM) framework that is adaptable, transparent, and aligned with the hospital's strategic objectives.

Key Findings

Administrative Basis:

The importance of a standardized HRM system is evident in achieving organizational goals and enhancing the utility of human resources. A well-defined recruitment and selection system, along with robust attendance and leave management, is critical in safeguarding both the hospital's and employees' interests.

Platform Foundation:

Organizational planning through the optimization of personnel composition and structure can significantly improve operational efficiency. Establishing a clear organizational structure with defined roles and responsibilities ensures that talents are utilized effectively.

Institutional Basis:

Developing a corporate governance structure with clear divisions of decision-making, practice, and supervision is essential. This approach fosters accountability, encourages innovation, and ensures that HRM practices are aligned with the hospital's strategic direction.

Strategic Basis:

Adopting a talent-centric approach is crucial. Implementing flexible employment mechanisms, promoting internal competition for managerial positions, and introducing high-level talents can strengthen the hospital's human capital. The concept of "elite engineering" to build a team of renowned experts can significantly enhance the hospital's reputation and service quality.

Performance Appraisal Mechanism:

A scientific and standardized performance appraisal system is necessary for objective evaluation and continuous improvement. Using diversified assessment forms, including 360-degree feedback, and implementing recognized performance evaluation tools like PATH can help in achieving comprehensive and effective performance management.

Compensation and Incentive Mechanism:

Establishing a reasonable and motivating compensation structure is vital. Linking performance appraisal with compensation ensures that employees are rewarded fairly based on their contributions, thereby enhancing job satisfaction and motivation.

Personnel Training and Development:

Continuous professional development is critical in adapting to modern medical practices. Establishing robust continuing medical education systems and linking them with career advancement can motivate staff to pursue lifelong learning. Targeted training programs and developing a cadre talent pool can provide a steady pipeline of skilled and dedicated professionals for the hospital.

Recommendations

Enhance HRM Systems: Develop and implement comprehensive HRM systems that cover recruitment, selection, performance evaluation, and compensation. Ensure these systems are transparent, fair, and aligned with the hospital's strategic goals.

Optimize Organizational Structure: Regularly review and adjust the organizational structure to ensure it meets operational needs and effectively utilizes available talents.

Strengthen Governance: Establish a clear governance framework that delineates responsibilities and encourages accountability. This includes setting up a council-based governance structure to oversee

decision-making and implementation.

Focus on Talent Development: Invest in the development of high-level talents through targeted recruitment, training programs, and competitive internal promotions. Foster an environment that encourages continuous professional development and innovation.

Implement Robust Performance Management: Utilize advanced performance evaluation tools and methods to ensure fair and accurate assessment of staff performance. Establish feedback mechanisms to facilitate continuous improvement.

Develop Comprehensive Compensation Strategies: Create compensation plans that are equitable and linked to performance outcomes. Ensure that compensation strategies are competitive and motivate employees to achieve high levels of performance.

By addressing these areas, A Hospital can enhance its HRM practices, leading to improved staff satisfaction, higher retention rates, and better overall hospital performance. The deep cultivation of human resources through these strategic measures will not only benefit the hospital but also contribute to delivering higher quality patient care.

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