

Analysis of Implementation the Human Resource Management (HRM) to Improve Quality of Services in Hospital

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Abstract: Human Resources (HR) is one of the central and strategic positions in a health facility used to achieve organisational goals in performing health services. Therefore it is necessary to develop the Human Resources (HR) department to improve the quality of Human Resources (HR). This involves the quality and physical skills or non-physical skills that can improve the quality of service to meet patient satisfaction. The purpose of this research study is to identification and analyze the implementation of Human Resources Management (HRM) to improve quality of services in hospitals. This research has used secondary data and the literature study method from journals: year 2002 - 2017 to get to know the implementation of Human Resource Management (HRM) and the improvement of quality service in hospitals. The results of this research show that the implementation of effective and efficient Human Resource Management can influence the improvement of staff performance which can, in turn, improve the quality of health services.

1 INTRODUCTION

Human resources have a strategic position among other resources in health facilities. A health facility should have qualified human resources, so health facilities need to undergo human resource development to improve the quality of their offered health services. Human Resource Management (HRM) is a vital management task in the health and other services sectors, where customers face challenges due to the performance of staff with experience and in relation to quality performance (Howard et al., 2006). In addition, Human Resource Management (HRM) plays an active and vital role in successful health sector reforms. The main objective of Human Resource Management is to improve organisational performance. Human Resource Management (HRM) is the process by which to connect the human resources function to the strategic goals of the organisation to improve performance. The studies have concluded that HRM is a management practice that is necessary by way of human resources policies and practices that will be connected to the organisation's goals (Bratton and Gold, 2007).

Human Resource Management (HRM) is a planned approach to manage people effectively for

performance by way of a flexible and attentive management style so that the staff will be motivated, developed and managed in such a way that they can provide the best for the department (Agarwal et al., 2011). Human Resource Management is involved in the development of individual employee talents and plays a role in implementing programs that enhance cooperation and communication among employees that impact on organisational development. Therefore, planning and managing human resources in the hospital setting is the key to providing qualified health services according to the needs of patients.

The goal of Human Resource Management (HRM) is the recruitment, maintenance, and development of competent personnel and the creation of a growing health care organisation. The management of human resources in the hospital setting is very important to enable the improvement of the quality of providing effective and efficient health services to achieve patient satisfaction. Health care quality is, for the most part, characterised in two ways: technical quality and socio-cultural quality. Technical quality refers to the impact that the health services available can have on the health conditions of a given population. Socio-cultural quality measures the level of adequacy of the services and the ability to satisfy patient

expectations (Kirby, 2002). This paper aims to analyse the impact of Human Resource Management (HRM) when seeking to improve the quality of services in hospitals, which has an impact on patient satisfaction.

2 METHODS

The method used in this research is literature study. The literature used by researchers is sourced from six research journals from year 2002 up to 2017 and other sources related to the Management of Human Resources (HRM) and the quality of health services in the Hospital. The keyword that used by the researchers is Human Resource Management (HRM), quality service in health care and patient satisfaction. Researchers use the results of research from various journals to link and analyze the impact of Human Resource Management (HRM) to improve quality of health services in hospitals so as to improve patient satisfaction.

3 RESULTS

A study entitled "HRM and the Management of Clinicians within the National Health Service (NHS)" by Marie et al., (2007) aimed to explore the issues related to Human Resource Management (HRM) in health care, namely the resource management of doctors in the National Health Service (NHS). The results of the research was that Human Resource Management (HRM) has an important role in the management of doctors in the hospital setting so doctors should make sure that the health service of a patient and patient care is effective and efficient. In addition, qualified, highly motivated, competent and trained medical personnel are essential to the success of the National Health reforms and in relation to the delivery of health services, both for the patients and health reforms. The study shows that Human Resource Management is essential in delivering effective and efficient health services in health facilities.

Rosemary Lucas (2002) conducted a research study entitled "Fragments of HRM in hospitality? Evidence from the 1998 workplace employee relations survey." The study was conducted to verify the rehabilitation of the health sector in the UK from the perspective of human resource management and to assess the dimensions of human resources related to the rehabilitation of the health system and the

establishment of the new health sector. This study shows the importance of Human Resource Management (HRM) in the success or failure of the health sector. The study emphasises the importance of employee performance and how to attract medical professionals to the health sector to improve the quality of the offered health services.

A study entitled "Effects of HRM on Client Satisfaction in Nursing and Care for the Elderly" by Ott and Dijk (2005) aimed to analyse the implementation of Human Resources Management to increase employee satisfaction, thereby increasing patient satisfaction.

The researchers distinguished seven activities in HRM as follows:

- a. Personal development plan.
- b. Additional work-related training for the last two years.
- c. A review of job performance over the last two years.
- d. Regular department meetings (at least monthly).
- e. Protocol in case of labour shortage.
- f. Predictable work schedule.
- g. The managerial style of leadership is transparent and supportive.

The results obtained from the research study indicate that Human Resource Management (HRM) affects job satisfaction and patient satisfaction in the health service. In addition, the following results were obtained:

- a. The correlation between Human Resource Management (HRM) and patient satisfaction is generally quite low. The satisfaction of the employees of the organisation is the trigger that increases patient satisfaction.
- b. Training related to the job has no relationship with job satisfaction, but work-related training has a positive relationship with patient satisfaction due to better trained employees being able to provide better quality health care.
- c. The leadership style of managers in the health service has a significant relationship with job satisfaction and patient satisfaction.
- d. The study entitled "The Effect of Human Resource Practices on Employee Performance in Hospitals: A Systematic Review" by Gile and Philipos (2013) showed that the practice of Human Resource Management (HRM) and organisational factors has a significant effect on the performance of employees in the hospital environment. In addition, the practice of Human Resource Management (HRM) is regarded as processes in relation to developing people and

employment plans in an organisation. Employee performance is supported by the good organisational structure, strategy and suitability of human resource utilisation. Good Human Resource Management can affect the quality of the health services in the hospital setting. Managerial practices generally relate to financial, material and non-material, such as Human Resources (HR) being considered as actors in the structural dimension that affects employee performance in providing quality health services. Non-material aspects are related to the practice of human resources as a management person or as a High-Performance Work Systems (HPWP).

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The study entitled "The Impact of Human Resources Management on Quality Services of Healthcare Organizations" by Rajendra and Nupur (2017) shows the following results:

Table 1: ANOVA Test Organizational Commitment

Perceived Organizational Performance					
	Sum of Squares	Df	Mean Square	F Sig	Sig
Between Groups	19.82	38	.522		
Within Groups	18.2	14	1.3	4.015	.034
Total	38.02	26			

The table above shows that there is a statistically significant relationship ($0.034 < 0.05$) between Human Resource Management and the business efficiency that employees recognise about the quality of service. According to the results of the correlation, there is a positive relationship between human resource management in health services and the service quality of employees. The results show that along with the increase of human resource management training, the amount of recognition of the employees who give the best service quality also increased. According to the Pearson Correlation analysis, there is a strong positive relationship.

4 DISCUSSION

The results of the reviews from 6 journals year 2002 – 2017 shows that the implementation of Human Resource Management (HRM) can improve employee performance when it comes to providing effective and efficient health services so as to improve the quality of health services in hospitals. Human Resources Management (HRM) in the hospital has an important role in determining the success or failure of that Hospital in the development of higher quality organisation systems to improve the quality of health services. It is also supported by the results of the research that good Human Resource Management (HRM) in the hospital setting can impact on increasing employee satisfaction so that it can trigger patient satisfaction in the health services provided.

Human Resource Management (HRM) is an approach towards the management of people based on the following fundamental principles (Peter Drucker, 1959):

- a. Human resource management is concerned with integration by getting all of the members of the organisation involved so that they may work together with a sense of common purpose
- b. Human resource policies of the organisation should be fair to all. They should make a major contribution to the achievements of an organisation's objectives as well as providing a conducive atmosphere of working to the employees so that their output is at a maximum.
- c. Human resources are the most important assets, and their tactful management is the key to the success of an organisation. The culture and values of an organisation exert enormous influence on the organisation. Therefore, organisational values and culture should be

accepted and acted upon by all in the organisation.

Based on these fundamental principles, it can be seen that Human Resources Management (HRM) is the foremost initial asset in an organisation, especially the hospital setting. The findings of the various journals discussed above are in the line with the fundamental principles of HRM which show that an effective Human Resources Management (HRM) in a hospital will create a harmonious relationship between superiors and subordinates so as to create a good organisational climate. The Human Resources (HR) in the hospital will perform better in the offered health services when achieving their organisational goals.

Human Resource Management (HRM) strategy is necessary to improve the ability of the hospital in providing qualified health services and to provide patients with safety according to the Standard Operational Procedures (SOP) set by the Hospital. It requires the leader of the Hospital who is competent and responsible to continuously improve the condition of the personnel in the Human Resources Management (HRM) department in the organisation. An effective management department must direct the vision and effort of all managers towards a common goal (Peter Drucker, 1959). Human Resource managers require a potential position in the organisation so that they can contribute towards the strategic planning and methods of effective organisational approaches in accordance with the organisations' objectives (Friedman, 2009).

According to Niles (2013), Human Resource Management (HRM) has an important role to play in healthcare organisations. Human Resources can be linked to the operational activities of a health service. The role of Human Resource Management (HRM) in hospitals is an analysis of employment, the organisation, the use of labour, measurements and performance appraisals of the workforce, the application of reward systems for employees, the growth of professional workers, and the maintenance of labour.

Aspects of organisational behaviour and managerial practices in the hospital setting involve non-human activities and human resources. Aspects of the structures and processes within the organisation are important factors for improving the quality of the health services provided by employees to the patients. Organisational factors and Human Resources Management (HRM) have a significant effect on the performance of employees in the hospital environment. In addition, the Human

Resource Management (HRM) practice is considered to be the process of managing work and people in organisations. The high quality of the health care performance of service organisations depends on the employee performance supported by the organisational structure, strategy, people management and the utilisation of the required organisational resources (Gile, 2013).

Human Resource Management (HRM) is essential to enable the delivery of effective and efficient health services and to achieve patient satisfaction. Human Resource Management (HRM) has a strong impact on the quality of health care, and has a strong role in achieving the goals of health organisations. Human Resource Management (HRM) in hospitals emphasises developing the performance of hospital staff through periodic training to improve the quality of the offered health services, as well as strong, highly motivated and trained medical professions which can affect the success of national health reform. The practice of human resource management is so important in the health sector that modern hospitals should have an alternative approach to running a good and qualified Human Resource Management (HRM) department. Human Resource Management in hospitals should have clear strategic direction and clear objectives to improve the management of employees and staff in the hospital so as to improve performance and to achieve quality health service targets.

5 CONCLUSIONS

Human Resource Management (HRM) is one of the strategic positions in health management, especially in hospitals. It plays a dynamic and crucial role in the success of health reforms. Human Resource Management (HRM) is considered to be a vital factor in hospitals. Today, the human factor is regarded as a unique strategic source and the designer of key executive systems of the organisational processes involved because human resources are perceived as being a major asset among the organisational production factors so as to produce qualified output. It can be concluded that an effective and efficient Human Resource Management (HRM) in hospitals can improve the quality of the health services provided by the employees to the patient. Human Resource Management (HRM) can affect the improvement of employee performance in the hospital so that it can, in turn, impact on improving the quality of health services. Therefore, the hospital needs to practice

Human Resource Management (HRM) in accordance with the strategic plan that has been done involving all managers in carrying out the detailed Human Resource Management (HRM) functions, so as to achieve the goals of the organisation well. In addition, there should be an evaluation of the Human Resource Management (HRM) system consistently.

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