

THE IMPORTANCE OF HUMAN RESOURCES MANAGEMENT IN HEALTH CARE

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Abstract

This study explores the major role of human resource management (HRM) in enhancing the quality of patient care within healthcare settings. The study shows that leadership and management strategies, workforce motivation and job satisfaction, and staff training and development are important HRM characteristics that greatly impact patient outcomes. Research shows that healthcare organizations with well-organized HRM policies have healthcare workers that are both more knowledgeable and more invested in their work, which in turn leads to fewer mistakes, lower employee turnover, and happier patients. Transformational leadership, in particular, improves work satisfaction and care quality by cultivating a positive company culture. However, problems like the need for customized training programs and managing diverse teams underscore the complexity of efficient human resource management in healthcare. In order to create a supportive work atmosphere, ensure high-quality patient care, and handle the problems of modern healthcare delivery, the study concluded that strategic HRM is vital. According to the research, investing in human resource management is critical for achieving excellence in patient care and enhancing employee performance.

Keywords: Human Resource Management (HRM); Patient Care Quality; Staff Training and Development

1. Introduction

Quality patient care is highly dependent on efficient human resource management (HRM) in the complex and ever-changing healthcare industry (Mobasher, 2022). Doctors, nurses, administrators, and support workers are just a few of the many specialists that healthcare organisations rely on to provide all-encompassing care. The

healthcare industry relies heavily on human labour, in contrast to other sectors where automation and technology have the potential to boost productivity. HRM is an essential component because of the direct correlation between healthcare professionals' performance, happiness, and retention with patient outcomes. Within this framework, human resource management has progressed beyond its original functions of hiring, payroll, and compliance to become a critical strategic component in attaining organisational objectives and providing excellent healthcare.

Human resource management that really works in the healthcare industry incorporates a wide range of strategies designed to bring out the best in healthcare employees. Management and leadership, as well as employee training and development, are examples of these methods. Each of these factors greatly impacts the overall performance of healthcare organisations. The significance of strong HRM practices is growing as healthcare systems around the world face obstacles such as an ageing population, rising patient demand, and rising expenses (Tendayi, 2022). In addition to financial and technological resources, a well-trained, motivated, and competently led workforce is essential for tackling these difficulties.

One of the biggest challenges facing the healthcare business is the aging population. As a result of many countries' populations aging at an unprecedented rate, the demand for healthcare services is on the rise due to an increase in chronic diseases. Due to this demographic transformation, healthcare systems are under significant strain; to satisfy the needs, they require a larger, more efficiently trained workforce. Human resource management is critical for healthcare organizations to satisfy these demands. This aids in providing opportunities for continuous professional development, fostering a work environment that inspires employees to love their jobs, and drawing in top talent.

Another significant issue is the continuously rising cost of healthcare. International healthcare expenditures have been on the rise due to a number of factors, including increased patient expectations, higher treatment expenses, and medical technology developments (Krishnamoorthy et al., 2023). In today's budget-conscious market, healthcare organizations must find a way to provide high-quality care while

also controlling expenses. By improving staff utilization, decreasing absenteeism, and minimizing turnover, HRM can contribute to cost savings. For instance, well-designed training programs can enhance the talents of healthcare workers, resulting in increased efficiency and reduced errors in their work. The same holds true for organizations: by retaining engaged and satisfied staff, they may save money on hiring and training new personnel.

These groups also face the challenge of meeting the ever-increasing demand for healthcare services. With more people living longer and more people having access to healthcare, we anticipate a further increase in the need for medical treatment. There is already a tremendous deal of strain on healthcare systems, and this increase in demand would simply make matters worse. To meet patient needs, healthcare organizations' HRM strategies should prioritize personnel planning, recruitment, and retention (Owolabi et al., 2024). Human resource management (HRM) also helps keep healthcare employees engaged with their companies by creating a pleasant workplace, which increases job satisfaction and decreases turnover.

The literature provides ample evidence of the correlation between HRM and high-quality patient care. Strong HRM practices are associated with better patient outcomes, according to studies (Al-Taweel, 2021). The likelihood that a healthcare organisation's personnel will be knowledgeable, competent, and self-assured increases, for example, when the organisation spends money on staff training and development. Not only does this raise the bar for treatment quality, but it also makes patients safer by cutting down on mistakes. Furthermore, companies that place an emphasis on employee engagement and contentment in their work usually see reduced absenteeism and turnover, which in turn leads to better patient experiences and more consistent care.

Leadership and management techniques are another important aspect of human resource management that affects the quality of patient care. Leading a healthcare business effectively requires the capacity to motivate, inspire, and guide employees to accomplish set objectives. Leaders who establish rapport with their staff, use simple language, and lay out specific objectives create an environment that promotes

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collaboration, innovation, and high-quality work. Low morale, high turnover, and poor patient care can result from an antagonistic work atmosphere fostered by incompetent leadership. When healthcare organizations prioritize strong leadership and management, they may create an environment where patients receive exceptional care in every facet of their condition (Edmonstone, 2020).

Human resource management initiatives that enhance patient care continue to elude many healthcare organizations, despite their critical importance (Buchelt et al., 2020). Poor leadership, inadequate training programs, limited opportunities for advancement, low pay, and lack of recognition are all issues that often arise. These shortcomings may result in negative outcomes, such as personnel shortages, burnout, and compromised patient care. For example, employees may be unprepared to deal with the complexity of contemporary healthcare if they do not have access to opportunities for ongoing training and development. When workers aren't content in their jobs, it might show in patient care, since disengagement, absenteeism, and turnover are more likely.

Some executives in healthcare organizations fail to provide their people with the necessary support and guidance, leading to inconsistently high-quality leadership (Zajac et al., 2021). If employees do not feel valued and supported by their employers, productivity could plummet. In such environments, patient care may suffer due to a lack of leadership, internal friction, and bureaucratic red tape.

In response to these challenges, healthcare organizations should evaluate and improve their HRM strategies as soon as possible. Prioritizing leadership and management techniques, workforce motivation and job happiness, and staff training and development are major independent elements that healthcare organizations may use to greatly improve patient care. Due to adequately financed and regularly updated training programs, healthcare personnel are able to give patients first-rate treatment. Building a workplace that values its employees' contributions can lead to higher levels of engagement, productivity, and employee retention. Finally, healthcare organizations can build a strong culture of excellence through strong management and leadership

techniques. This culture will encourage innovation and continuous improvement in patient care.

HRM directly affects the quality of patient care, making it an essential component of healthcare. Healthcare institutions continue to face massive challenges, which has led to an unprecedented demand for effective HRM strategies. The study's overarching goal is to learn more about the relationship between HRM and healthcare quality by dissecting three subfields: leadership and management techniques, staff involvement and contentment on the job, and professional development opportunities. In order to help healthcare organizations optimize their HR strategy and provide better care to patients, this study aims to uncover the key HRM factors that lead to better patient outcomes.

1.2 Problem Statement

It is common knowledge that human resource management (HRM) plays a significant role in healthcare, mostly because it determines the quality of care that patients get (Jacob et al. 2020). Despite the established link between HRM practices and patient outcomes, many healthcare organizations still struggle to execute effective HRM initiatives. A number of factors contribute to this problem, including discontent among healthcare workers, inadequate training programs, and ineffective leadership. These problems are more than merely ineffective administration; they have an effect on the standard of treatment that patients get. Neglecting to optimise HRM processes can lead to catastrophic effects in healthcare, as patients' lives are literally on the line.

Lack of investment in employee education and growth is a major problem in the healthcare industry. In healthcare, where both medical understanding and technology are constantly evolving, CPD is absolutely necessary (King et al., 2021). On the other hand, a lot of healthcare companies don't give their employees enough chances to learn. Patient care suffers as a result of a staff that is ill-prepared to deal with the complexity of contemporary healthcare. For example, insufficient training can result in medical errors, treatment delays, and wasted money. A lack of investment in staff development leads to staff unhappiness and poor treatment quality, leaving workers feeling

unprepared and unappreciated.

Another important area where HRM approaches frequently fail is motivating and satisfying employees (Davidescu et al. 2020). Without adequate management, the stresses of working in healthcare can quickly become overwhelming, eventually leading to burnout. Employees in the healthcare industry often report low levels of job satisfaction since their employers do not care about their health and happiness. Factors such as inadequate pay, a lack of recognition, and an unhealthy work-life balance often exacerbate this discontent. Patient care deteriorates when healthcare staff lack motivation, which has an impact on their performance. For instance, the quality of care may decrease because disengaged staff pay less attention to patients, make more mistakes, or take more sick days. Furthermore, unhappiness at work increases the likelihood of employee turnover, negatively impacting treatment continuity and retention rates.

Leadership and management practices greatly impact the quality of patient care, but unfortunately, many healthcare organisations struggle with poor leadership (Zaghini et al. 2020). The capacity to inspire and encourage people, along with clear and empathetic communication, are the hallmarks of effective leadership. Leadership, however, is sometimes nonexistent or even detrimental in healthcare environments. Sometimes leaders don't give their staff what they need to do their tasks well, such as the support, direction, and resources they require. When leadership is lacking, it can lead to a negative work atmosphere characterised by frequent disagreements, low morale, and little teamwork. In such settings, no one can provide patients with safe, effective treatment. When management fails, it affects the entire company and the patients who depend on them.

Inadequate training, poor job satisfaction, and incompetent leadership all contribute to human resource management problems, making it difficult to break the loop. Unsatisfactory training, for example, could lead to even greater work unhappiness under ineffective leadership. The quality of patient care has been declining due to all of these variables combined together. In an industry where empathy, efficiency, and

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accuracy are paramount, this is very worrisome. The current HRM practice gap jeopardizes patient safety and prevents healthcare organisations from achieving their operational goals. gap.

Finding solutions to these problems will necessitate further research into the HRM practices that have the greatest bearing on healthcare quality. Despite the widely acknowledged significance of HRM in healthcare, there is a need for more focused research on the correlation between HRM practices and patient outcomes. This study seeks to address this information gap by examining leadership and management strategies, worker motivation and job satisfaction, and staff training and development as significant independent variables. The goal is to find practical ways for healthcare organisations to improve their HRM practices, as well as patient care.

Healthcare organisations can shift their focus to investing in staff continuing education if, for example, the study shows that regular, comprehensive training programs improve patient outcomes. In a similar vein, organisations can prioritise improved working conditions, higher pay, and an encouraging work atmosphere if job satisfaction is proven to be a significant factor in the quality of patient care (Goula, et al. 2022). If healthcare organisations consider leadership as a vital element, they can invest in leadership development programs to ensure their managers possess the necessary skills to guide and assist their teams effectively.

To help healthcare organisations optimise their HR strategy, this study aims to provide insights. These businesses can foster an environment that helps employees thrive, which in turn improves patient care. When the stakes are high, effective HRM is essential. Not only might this study's results boost healthcare systems' efficiency and efficacy, but they could also enhance patients' quality of treatment. As a result, filling the existing gaps in HRM practices is critical for organizational growth and providing patients with the best treatment possible.

2. Impact of Human Resources on Patient Care Outcomes

HR practices directly influence healthcare delivery, which in turn affects the quality and efficacy of patient treatment (Otoo, 2020). In addition to attracting qualified

healthcare workers, excellent HR practices create a setting that encourages growth, intrinsic motivation, and contentment in one's work. HR's strategic management of these areas is a major factor in healthcare systems that consistently deliver high-quality patient care.

Human resources' recruiting strategies significantly influence the outcomes of patient treatment. To recruit well, it's not enough to simply fill open positions; one must also attract and select professionals who possess the necessary clinical competence and are a favorable cultural fit for the organization. When healthcare practitioners' personal beliefs are congruent with those of their employer, they are more likely to collaborate and put in extra effort. Healthcare organizations that employ targeted recruitment strategies have better employee performance and retention rates, according to Abelsen et al. (2020). A dedicated and reliable workforce enhances the health of patients by providing constant, high-quality treatment.

Healthcare professionals rely on HR-provided training and development programs to maintain and enhance their clinical competence. The healthcare business undergoes constant change due to the introduction of new medical technologies, medicines, and best practices. If healthcare providers are to keep up with these developments and maintain the quality and safety of the care they provide, they must participate in ongoing professional development. Ikevuje et al. (2024) highlight the importance of continuous professional development in enhancing performance and promoting a culture of excellence in healthcare settings. This culture of excellence determines whether competent, inventive, and responsive patient care can adapt to evolving healthcare requirements.

Important topics covered in training programs include clinical skills as well as communication, collaboration, and patient safety. Human resources ensures that healthcare staff can handle patients' complex and varied needs by providing a wide range of skills. This comprehensive training strategy enhances the overall quality of service and improves patient outcomes.

When considering the link between human resources and the results of patient care,

employee happiness is an additional important consideration (Saks, 2022). If healthcare workers perceive their contributions as valued, supported, and acknowledged, they are more likely to dedicate the necessary time and effort. When it comes to creating a positive work environment, human resources policies and procedures that encourage open lines of communication, public praise, and advancement chances are crucial. Workers in the healthcare industry are more likely to go above and beyond in their profession when they enjoy what they do (Abdullah et al., 2021). Better health outcomes, happier patients, and enhanced patient experiences are the results of this heightened level of involvement.

According to Boamah et al. (2023), a key factor in ensuring continuity of care is a decrease in turnover rates, which is aided by job satisfaction. When there is a lot of staff turnover, it affects patient care and makes the remaining staff work harder, which can lead to burnout and lower quality treatment even further. Human resources (HR) departments play an essential role in healthcare organizations in attracting and retaining top people, boosting morale, and ensuring patients receive consistently excellent care. Prioritizing the pleasure and well-being of employees accomplishes this.

Human resources profoundly and intricately influence the care outcomes for patients. Human resources (HR) plays a crucial role in healthcare by implementing effective recruiting methods, broad training and development programs, and initiatives to boost worker happiness, all of which contribute to an environment that is appropriate for providing high-quality patient care. Improved patient health is a sure bet when healthcare providers invest in human resource strategies that assist and train their staff. This boosts both employee engagement and productivity. Ultimately, success and outstanding patient care are impossible for healthcare organizations without first-rate human resource management.

2.1 Staff Training and Development

The success of healthcare organizations' human resource management (HRM) strategies hinges on the quality of training and development programs for healthcare workers. Training programs at a high stakes company can have an impact on staff

performance and the level of service patients receive, which is why HRM is so important. Al-Khaled and Fenn (2020) state that organizations can get better results through strategic human resource management plans that put an emphasis on training. This link is critical when it comes to healthcare, since well-trained staff are the key to safe and effective treatment.

Healthcare professionals must engage in continuous education if they are to stay current on research, technology, and clinical procedures. Regular continuing education is essential for healthcare workers if they are to stay up with the dynamic nature of the field and provide their patients with safe, high-quality care. According to Johnson et al. (2020), healthcare staff should prioritize ongoing education to keep their competence and self-confidence up to date. This is of utmost importance because of the gravity of the consequences and the narrow margin for error in highly specialized areas like surgery, chronic illness management, and emergency treatment.

Researchers Mansour et al. (2022) found that healthcare organizations that invested in thorough training programs saw a return on their investment. The research indicates that organizations that prioritize training reduce both physician error rates and patient satisfaction levels. Not only do these findings benefit the company overall, but they also prove that training directly correlates to better patient care. In addition to providing them with the knowledge they need to conduct their jobs properly, medical staff members who have received training are also better equipped to adapt to new situations, technologies, and standards of care. Given the complexity and speed of change in the healthcare industry, the ability to adapt quickly is essential for individuals and organizations to thrive.

Training is a crucial factor in increasing employee engagement and job satisfaction. Healthcare personnel report higher levels of professional competence and satisfaction when they receive consistent, high-quality training, which in turn boosts their confidence (Karaferis et al., 2022). Workers are more likely to be satisfied with their jobs when they know their employer appreciates and supports them. The quality of treatment patients receive improves when medical staff members feel secure in their

roles and have a strong sense of purpose in their work. Employees are more invested in the company's success when they have the opportunity to further their education and professional development.

The literature also highlights the difficulties of executing successful healthcare training programs. The requirement to customise training programs to meet the unique requirements of various departments and specialisations is one such difficulty. A primary care unit's training requirements, for example, could differ greatly from those of a surgical team. Given the wide variety of healthcare jobs and duties, it is clear that a cookie-cutter approach to training is not going to cut it (Verma, 2023). To top it all off, continuous evaluation of training interventions is required. There may be gaps in competence and performance if the training is not regularly evaluated to see if it has the desired effect.

Because patients' well-being is so dependent on their doctors' and nurses' competence and self-assurance, healthcare organizations place a premium on staff training and development. Healthcare employees report higher levels of job satisfaction and engagement when they participate in training programs that effectively improve their clinical competence. The advantages of investing in employee development far outweigh the disadvantages, despite obstacles such as the need for customized training and continuous assessment. Healthcare organisations can achieve better patient care and overall organisational success by prioritising continual training. This way, they can guarantee that their personnel are prepared to handle the ever-changing medical scene.

2.2 Workforce Motivation and Job Satisfaction

Healthcare workers' intrinsic motivation and job happiness play a significant role in determining the standard of treatment they provide. They are so interdependent that they affect each other, as well as, by extension, the results that patients get from their healthcare providers. An effective paradigm for comprehending the dynamics of motivation and job satisfaction is Herzberg's Two-Factor Theory (1959). According to Herzberg, there are two categories of elements that affect job satisfaction: "hygiene factors," which include things like pay and job security, and "motivators," which

include things like praise and room for advancement (Thant & Chang, 2021). It is the motivators, not the hygiene aspects, that cause people to be satisfied and engaged in their work, even though the former are important for avoiding discontent.

Both groups of characteristics are vital in the healthcare setting because they determine how healthcare personnel perceive and respond to patient treatment. Employees who are happy and fulfilled in their work are more devoted to their company and more likely to provide excellent treatment, according to Goula et al. (2022). Why? When healthcare personnel receive appreciation and encouragement, their work becomes more invested, resulting in improved outcomes for patients. Several factors impact healthcare workers' levels of job satisfaction. These include their working environment, their organization's culture, and the resources available to them. When these variables meet healthcare workers' expectations and needs, they become more motivated and productive.

In the literature, it is well established that a happy worker has better patient outcomes. Labrague et al. (2022) found a positive correlation between job satisfaction and patient outcomes. Lower rates of patient mortality and morbidity were associated with higher levels of job satisfaction. This correlation highlights the need to establish a work atmosphere that promotes happiness among healthcare personnel. When workers find contentment in their roles, they are more likely to exceed expectations, demonstrate pride in their work, and establish strong relationships with patients. These actions directly result in better patient experiences and results are a direct result of these actions, demonstrating the far-reaching influence of work satisfaction on healthcare delivery.

Dissatisfaction among healthcare staff could have serious ramifications for patient care. Brady et al. (2020) investigated burnout. Emotional exhaustion, depersonalization, and a diminished sense of personal achievement characterize this condition. Working in healthcare can be demanding, leading to burnout for many. Job dissatisfaction significantly diminishes healthcare personnel's capacity to deliver high-quality care, thereby increasing the risk of burnout. Healthcare worker burnout causes negative patient outcomes, such as higher rates of medical errors, decreased patient satisfaction,

and worse health outcomes.

The retention of healthcare workers depends on several factors, including their level of motivation and work happiness. The healthcare business continues to face the problem of high turnover, which has serious consequences for patient care. When employees leave a healthcare organisation, it can cause problems with continuity of care, gaps in patient management, and extra work for the people who stay. It can be difficult to break this loop because it causes more stress and fatigue. The fact that turnover rates negatively associate with job satisfaction highlights the significance of human resource management strategies that create a pleasant workplace, acknowledge employees' efforts, and provide opportunities for advancement (Basnyat & Clarence Lao, 2020).

Effective healthcare delivery relies on a motivated and satisfied workforce. When healthcare professionals are happy and fulfilled in their work, they are more invested in their organisation's success and better able to care for their patients. Supportive working conditions, recognition, and opportunities for advancement can achieve employee job satisfaction, thereby preventing burnout, minimising turnover, and improving patient outcomes. Since the health of a healthcare organisation's employees has a direct bearing on the health of its patients, HRM practices that boost morale and contentment should be a top priority.

2.3 Leadership and Management Practices

Leadership and management techniques, essential components of healthcare HRM, greatly influence the quality of patient care. Effective leadership in healthcare requires not only monitoring administrative tasks but also guiding, assisting, and inspiring healthcare teams to achieve organisational goals while maintaining excellent patient care standards. Igweh and Kifordu (2022) state that the transformational leadership paradigm has been quite popular in healthcare because of its focus on inspiring staff, encouraging new ideas, and helping them grow professionally. A transformational leader is one who can inspire their followers to achieve greatness by casting a compelling vision, building a culture of mutual support and cooperation, and rewarding

and recognising outstanding performance.

Research has well documented the benefits of transformative leadership on staff performance and healthcare quality. Putri and Meria (2022) found that when leaders practice transformational leadership, their employees report higher levels of work satisfaction, organizational loyalty, and productivity. These findings are particularly important in healthcare settings because they lead to better patient treatment. FulWhen healthcare personnel find inspiration and commitment in their organization's purpose and values, they are more likely to engage fully, collaborate productively, and provide compassionate, patient-centered care. Having strong communication and collaboration between upper management and frontline employees is essential in any industry, but especially in healthcare, which is always changing and has high expectations for patient care.

Hussain and Khayat (2021) found that the use of transformative leadership significantly improved patient outcomes. The results show that transformational leadership in healthcare promotes staff happiness and performance in addition to patient satisfaction and job satisfaction. These findings demonstrate the significance of effective leadership in defining healthcare quality. By cultivating an encouraging and empowering work atmosphere, transformational leaders enable their teams to conquer challenges, innovate in practice, and provide care that adheres to the utmost safety and quality standards.

Leadership in healthcare, for all its advantages, isn't easy. One of the major challenges is leading various teams of professionals that have different experiences, perspectives, and goals. Healthcare leaders need to be skilled at resolving conflicts that emerge from these disagreements and keeping their teams focused on the patient. No leader is immune to the stress that comes from juggling patient care with administrative duties. When attempting to balance all of these demands, emotional intelligence and resilience are equally crucial as technical skills and administrative qualities.

Robbins and Davidhizar (2020) highlight the dangers of ineffective healthcare leadership. Leaders may unintentionally create a toxic work environment by failing to

engage their staff, communicate effectively, or provide necessary support. Staff morale is low, turnover is high, and there is a general air of disengagement in such workplaces. These unfavorable results can have a direct impact on patient treatment, causing more mistakes, lower service quality, and worse patient outcomes. Conversely, leaders prioritizing involvement, open dialogue, and mutual support are more likely to cultivate an environment where employees thrive and find inspiration to make a difference.

Strong leadership and sound management techniques are essential for the effectiveness of HRM in healthcare. Research has demonstrated that transformational leadership's emphasis on motivation, innovation, and staff development positively impacts job happiness, organisational commitment, and patient care quality. But healthcare leadership isn't easy, especially when it comes to managing various teams and juggling clinical and administrative responsibilities. That's why it takes leaders who are skilled but also flexible and compassionate. A significant area of attention for HRM practices is the quality of leadership within healthcare organisations, as it ultimately determines the quality of patient care.

3. Overview of Research

3.1 Research Design

A qualitative research method will be used for The importance of human resources management in health care.

4. Discussion on Major Findings

The main takeaways from this research show how HRM practices greatly affect healthcare facilities' ability to provide high-quality treatment to their patients. According to the data, better patient outcomes are associated with well-structured HRM practices, especially in the following areas: leadership and management; workforce motivation and job satisfaction; and staff training and development.

Staff training and development improves healthcare practitioners' competency, which in turn reduces mistake rates and promotes patient satisfaction, according to research. Motivated and satisfied workers improved patient care by lowering turnover,

increasing engagement, and decreasing burnout. An organization-wide focus on positive leadership and management practices, especially those based on transformational leadership, led to increased work satisfaction and greater caring for staff members.

The research emphasizes the challenges of managing varied teams, the importance of tailored training programs, and the intricacy of balancing administrative and clinical responsibilities. The results highlight the importance of strategic HRM in improving healthcare delivery, as well as the importance of continuous investment in HR standards to maintain excellent patient treatment.

5. Conclusion

This study concludes that Human Resource Management (HRM) is critical to enhancing patient care in healthcare facilities. According to the findings, effective human resource management practices—particularly in the domains of management and leadership, employee engagement and contentment in their work, and professional development opportunities—are strongly associated with improved patient outcomes. With strong leadership at the helm, a healthcare team that is both competent and content is better equipped to assist patients, cares more about their job, and has a lower risk of burnout.

The study highlights the need for tailored training programs to assist leaders in juggling clinical and administrative duties while directing many teams. We need to use strategic HRM approaches to solve these problems and ensure continuity of care while also creating a fantastic workplace. Building a healthcare system where high-quality patient care is the standard, not just enhancing staff performance, is the ultimate purpose of investing in human resource management. Consistently enhancing HRM methods is essential for reaching healthcare service excellence.

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