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# The Outcomes of Human Resource Management Practices on Employee Performance in Health Care Organization

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## ABSTRACT

*Human resource management practices has been accepted as an indispensable factor in fostering the good value of health attention in health care organization, several studies yet has absorbed that on individual practices, overseeing the contexts within which these practices are operating. Human resource management practices are key for uplifting the performance of employee as well as received substantial consideration in current research on area of management sciences. We conducted a review of the literature for two purposes. Firstly, to show how the major management practices as well as performance of employee are linked each other. Secondly, it direct on further research on how research in such a complex relationship might best be undertaken. One of the main goals of Human Resource Management is to increase the performance of health care organizations. In this paper mostly studied have clearly addressed the multidimensional personality of the performance of employee and linked human resource management practices to various outcome dimensions. This paper focus on the human resource management practices, individual as well as organizational performance of employee in promoting the good quality of health care organization to the developing of countries. It is very essential to develop structures approach of assessing the structural as well as process*

*the dimensions as well as apply comprehensive model to evaluate the relationship between strategic of human resource management practices and performance of employee at micro and macro both level.*

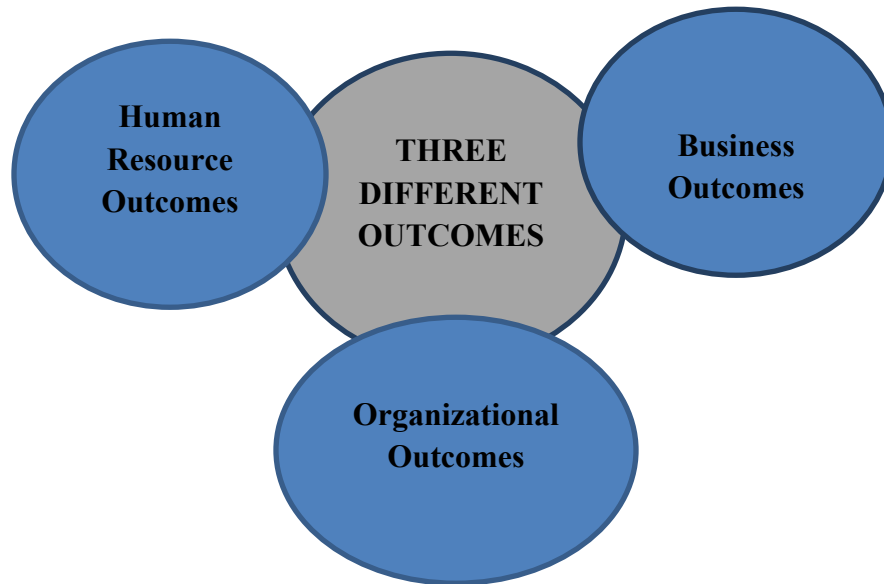
**Keywords:** Human resource management practices, Importance of healthcare organization, Performance of employee;

## INTRODUCTION

Human resources management are the most valuable and unique assets of an any organization. Human Resource Management the basic outlines and importance of human resource management as well as its different functions in health care organization. One of the main goals of Human Resource Management is to increase the performance of organizations. Emphasized the importance of gaining competitive advantage through employees and noted the importance of several Human Resource management practices necessary to obtain this advantage. Stressed the use of an integrated and coherent ‘bundle’ of mutually reinforcing Human resource management practices over separate ones. Notwithstanding the substantial volume of research on the link between human resource management and performance, the exact nature of this relationship within the health care organization remains unclear.

This can be considered problematic, as studying Human resource management practices in the health care organization and its outcome on performance employee has

both practical as well as academic relevance. However, performance of employee is not a concept that can be easily defined as well as conceptualized.

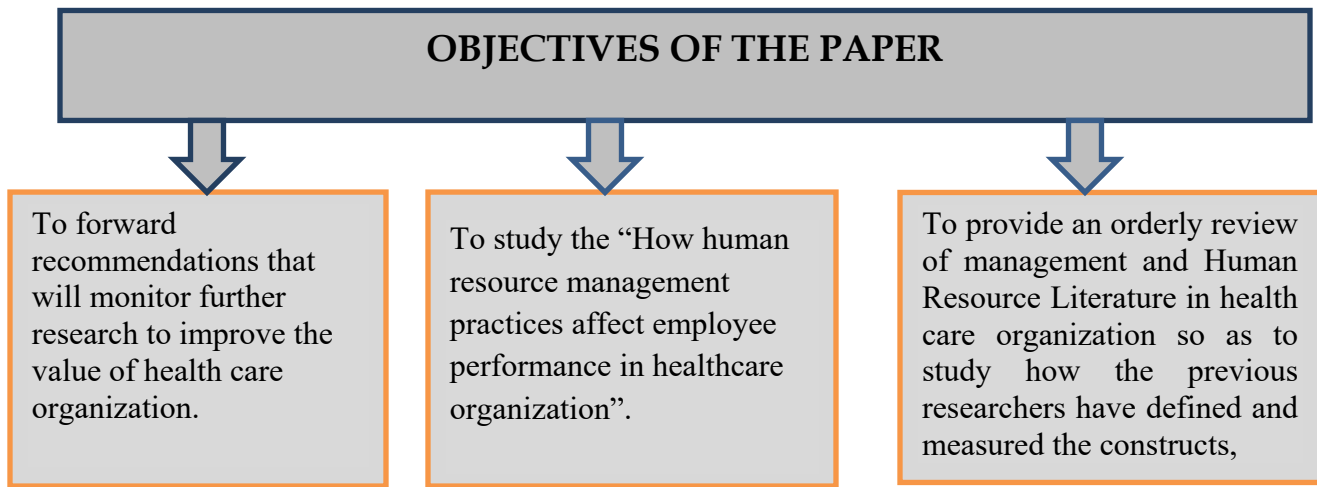


Human resource management practices and organizational outcomes are more proximal outcomes. Closely linked to the human resource management practices adopted by an organization, whereas financial results are more distant, as they are less likely to be directly affected by human resource management practices.

This multidimensional perspective of outcomes seems to be very especially relevant for health care organizations, as business outcomes are certainly not the only - or even primary - objective. Notwithstanding the large volume of research on Human resource management practices in health care organization, Very few studies have explicitly addressed the multidimensional character of performance of employee and linked human resource management practices to various outcome dimensions.

Human Resource Management practices are to study the impact of technique of Human Resource policies as well as performance of employee and patient outcome. The paper will highlight the study under consideration and review appropriate literature as well as theory, define the objectives, method, current discuss and the findings. Moreover, slight is known about the role of organization factors, structure and Human Resource practices on employee performance.

Several studies ignored addressing the structure-process - outcome dimensions of good quality of human resource management practices and improvement, the link among Human Resource management practice and performance of employee in health care organization.



### REVIEW OF LITERATURE

Human Resource policies and practices followed in the cement company (Kumar, 2009). Studying the relationship between human resource management practices and

performance outcomes is an important research theme. This paper studied that the how Human Resource Management practices effect the healthcare organizational innovation.

**Organizational Innovation (Dependent Variable)**

- Product innovation
- Process innovation
- Managerial innovation

**Human Resource Management practices (Independent Variable)**

- Performance-appraisal
- Career-management
- Training and development
- Reward-system
- Recruitment

From the above diagram its shows that the all three forms of Organizational Innovation were significantly affected by training and development. Managerial Innovation was significantly as well as positively affected by performance-appraisal of employees in healthcare organization . Managerial activities can be developed with the help of

the response of performance appraisal of employee in healthcare organizations, which encourages the managerial innovation (Ling and Nasurdin, 2010). Thus, there is a significant relationship among practices of Human Resource Management practices and Organizational Innovation. It gives also a significant of positive impact on

organizational innovation. Human Resource Management practices training and development, recruitment, Performance-appraisal, reward -system, career-management and organizational innovation such as product innovation, process innovation, and managerial innovation.

In this paper study that there is arbitrating character of actual knowledge of management on the relationship among Organizational Innovation and human resource management Practices (Tan and Nasurdin, 2011), Training and development and human resource planning had higher influence on the job satisfaction in manufacturing firms. Training and development has the bigger impact on the job satisfaction (Absaret *al.*, 2010). Position of new practices connected to human resource management practices in different private and public both areas in the field of healthcare organization. Human resource management practice and the job satisfaction are negatively and significantly correlated to each other. Hamdia Mudor and (Phadett, 2011).

In this competitive world sustainable growth and greater organizational performance can be achieved by giving superior emphasis to increase the human resource management practices. The effect of Job Satisfaction and Organizational Performance was identified (Sarker , 2011). Effect of human resource management practices on the productivity was evaluated and it was found that productivity is affected by human resource management practices.

## PERFORMANCE APPRAISAL IN CONTEXT OF HEALTHCARE ORIGINATION

Performance appraisal is to improve the service value of healthcare organization with the help of an effective performance appraisal program. Employee's performance can be monitored, as well as employee will be kept motivated. An inspiration training and development will progress the healthcare organization effectiveness. Many health care organizations supervise employee's performance, from different system of appraisal process. This makes the employees more conscious towards their work. They know their performance will be honour in the form of promotion, increments etc. They will do better work.

## MOVEMENTS IN HEALTHCARE ORGANIZATION

- ❖ Leadership for quality and financial responsibility healthcare organization to provide better service to patients. It is very crucial for healthcare organizations to appliance effective financial management system.
- ❖ Patient-centered: Healthcare is becoming more patient centered. It requires great collaboration and effective communication. The patient's family member's ideas and suggestion make more effective.
- ❖ The amount of costs for quality healthcare: People are demanding better service in healthcare. Number of senior citizens is high in healthcare organizations. The number of nurses, physicians and specialists are reducing. Chronic diseases, Asthma, Heart and Diabetes problems etc. are critical issues for healthcare systems. Due to



latest medicine and technologies help to hospitals to afford them these days.

## RESULTS AND DISCUSSION

From examined the nexus among human resource practices and organizational and employee result, the current study found that there is significant a great difference understanding of concepts, theories, approaches, or evidence in the management as well as health care organization .Work design practices that enhance employee autonomy and control influenced a number of outcomes and there was consistent evidence for the positive impact of increased job control on employee outcomes, such as the job satisfaction, absence and health. For employee participation, the small number of studies reviewed supported the involvement of employees in design/implementation of changes that affect their work. In healthcare literature in particular, employee involvement through quality improvement teams resulted in improved patient outcomes. Findings were positive for the influence of training on the intended outcomes of the initiatives. Support for the influence of performance management practices was apparent, in particular feedback on performance outcomes and the use of participative goal setting. Strong associations were found among all intermediate outcomes, and the relationships between most intermediate behaviors as well as outcomes were significant.

Management implementation has taken improvement of managing work and people in organizations. Great value of health care performance of service organizations depends on employee performance

supported by organizational structure, strategy, people management and utilization of the required organizational resources.

Lots of things has come out from this study shown that managerial practices in general pertain to financial, material and non-material, i.e., human resources management which examine as structural dimensions of actors affecting employees performance of rendering value health care organization. The non-material aspect deals with human resource management practices, often conceptualized by numerous of the previous studies as people management or great performance work practices or great performance work systems.

Some potentially effective practices for healthcare areas were identified, and human resource management approaches could be used to support change processes within the National Health Service; the findings relating to work organization are particularly promising with regard to changes in approaches of service delivery. Using training and development to support the implementation of change is highlighted. Studies should look into interventions aimed at improving human resource management practices outcomes as well as performance, and allow for pre- and post-intervention measurement of practices and outcomes. Initial center of magnetism from this evaluation is on systems of Human Resource Management practices than individual practices and their relationships to employee performance in rendering value of care. Several researchers recognized organizational structure, availability of adequate material and financial resources and Human Resource management practices as among the major structural



predictors of employee performance, which in turn offering to organizational results.

An evaluation of development and a study of theoretical lens acquire to study such relationship is therefore timely and fresh. Since the introduction of the term human resource management practices in the 1980's, there have been debates about the meaning and conceptualization of human resource management. Researchers in the field of seem to have their own way of defining and operationalizing human resource management. Human resource management practices contain training, contingent pay as well as rewards, performance management, recruitment, team working, direct participation, good wages, communication, internal promotion, job design, autonomy, employment security, benefits, formal procedures, human resource planning, financial participation, symbolic egalitarianism, attitude survey, Indirect participation, diversity and equal opportunities, job analysis, socialization, family-friendly policies, exit management .

## CONCLUSION

The Human resource management function plays a great role in the execution of the organizations goal. Human resource management practices main aims to obtaining capable of people for achieving the objectives of the organization and for ensuring effective utilization of their services. We can say that the achievement of every healthcare organization mostly be influenced by on the good quality of its human resources and the extent to which they are motivated, human resource management practices acquires to special significance in a healthcare organization. The main contributions of this study to the literature on human resource management

practices and performance of employee in the health care organization concerns the use of a multidimensional performance perspective. In this respect, we examined three different outcomes: firstly financial outcomes secondly organizational outcomes and thirdly human resource -related outcomes. Human resource management practices are directly or indirectly - linked to all three outcomes. While healthcare organizations relateor according to their employees additional human resource management practices, this is associated with the greater client satisfaction, less sickness absence, and a better net margin. With respect to healthcare organizational and human resource outcome. The mediating effect of the job satisfaction is confirmed. This is in accordance with the perspective that employee attitudes are an important component. More specifically, in line with the assumption, our research shows that a positive association between employee satisfaction and customer satisfaction because if employees are satisfied with their jobs, they are expected to behave on the way to customers in ways that yield encouraging service experiences. Human resource management practices are directly related to financial outcomes, although the explained variance is small. We conclude this paper by presenting some limitations. An important limitation of this research but also of many other studies in this area is the hidden assumption that the same mix of human resource management practices will work for all healthcare organizations. Therefore, the inclusion of human resource management strategy in research designs will be an important.



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